Public Document Pack

Havering
LONDON BOROUGH

CABINET

7.00 pm	Wednesday 11 March 2026	Council Chamber - Town Hall

Members 9: Quorum 3

Councillor Ray Morgon (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Gillian Ford (Vice-Chair)	Lead Member for Adults & Wellbeing
Councillor Oscar Ford	Lead Member for Children & Young People
Councillor Paul McGeary	Lead Member for Housing & Property
Councillor Paul Middleton	Lead Member for Digital, Transformation & Customer Services
Councillor Barry Mugglestone	Lead Member for Environment
Councillor Natasha Summers	Lead Member for Housing Need & Climate Change
Councillor Christopher Wilkins	Lead Member for Finance
Councillor Graham Williamson	Lead Member for Regeneration

Zena Smith
Head of Committee and Election Services

For information about the meeting please contact:
Bernadette Lynch
e-mail: bernadette.lynch@havering.gov.uk

Webcast

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

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

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

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

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

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

Reporting means:-

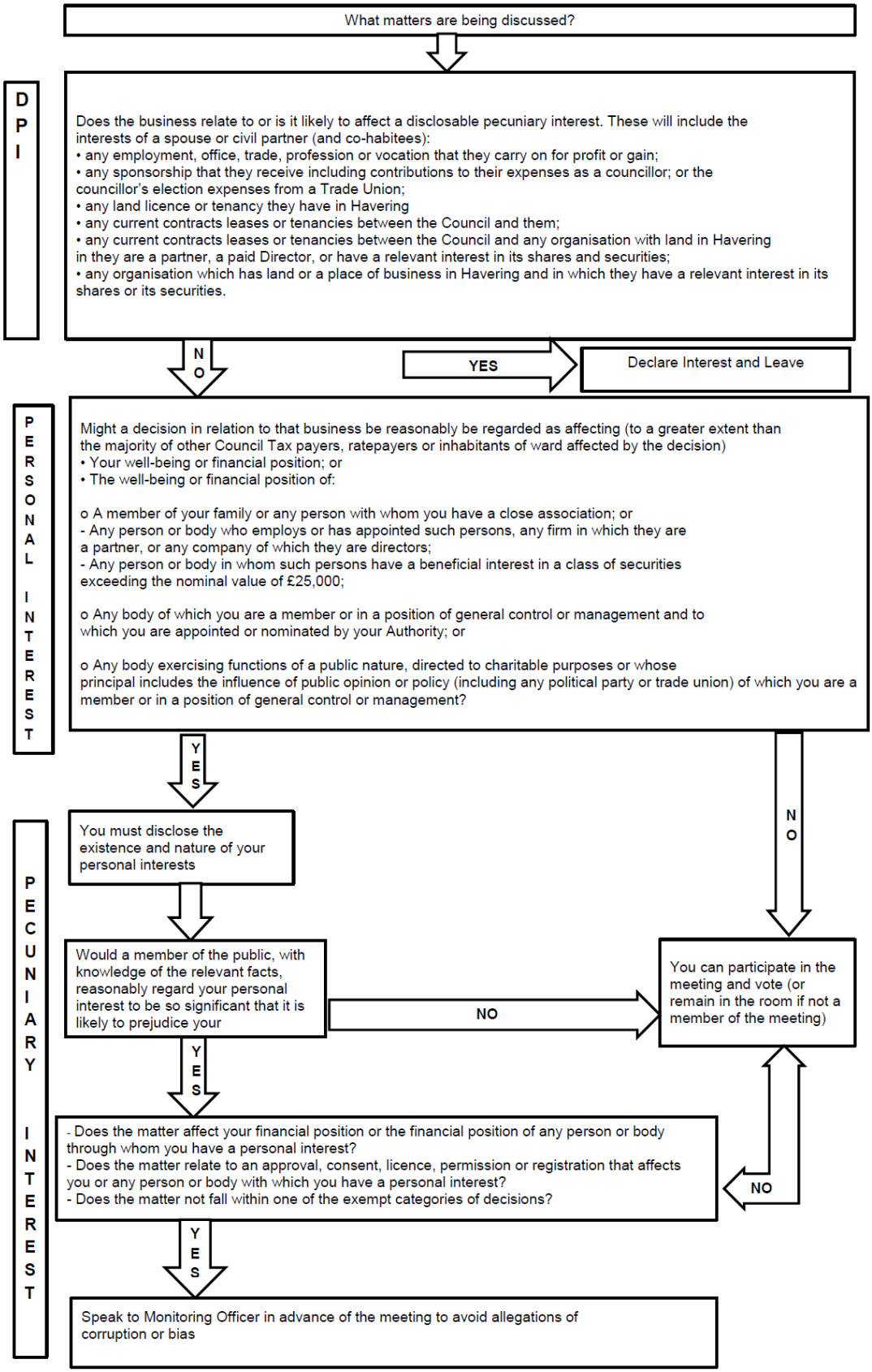
- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing,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

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

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

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

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 - 16)

To approve as a correct record the minutes of the meeting held on **18th February 2026,** and to authorise the Chair to sign them.

5 AWARD OF CONTRACT TO CONSTRUCT THE NEW BALGORES SPECIAL SCHOOL (Pages 17 - 72)

Report attached.

This Report is part exempt and Appendices A, B and C are not available for public inspection as they contain or relate to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. It is exempt because it refers to commercially sensitive information and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

6 APPROVAL TO PROCEED WITH HAVERING'S HEALTHY CHILD PROGRAMME PROCUREMENT AND TO DELEGATE AUTHORITY FOR DECIDING THE PROCUREMENT ROUTE (Pages 73 - 80)

Report attached.

7 PERMISSION TO PROCURE THE INTEGRATED SEXUAL HEALTH SERVICE (Pages 81 - 92)

Report attached.

8 INSPIRED SOLUTION- BUILD TO RENT AT THE LOCAL HOUSING ALLOWANCE (Pages 93 - 250)

Report attached.

Exempt Appendices B, C and D to this Report are not available for public inspection as they contain or relate to exempt information within the meaning of Paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972.

9 EXTENSION OF CONTRACT FOR ESTATE IMPROVEMENTS AND RETROFIT (Pages 251 - 260)

Report attached.

10 ADOPTION OF FLOOD RISK MANAGEMENT PLAN AND SURFACE WATER MANAGEMENT PLAN (Pages 261 - 506)

Report attached.

11 ACTIVE TRAVEL STRATEGY ADOPTION (Pages 507 - 576)

Report attached.

12 PROPOSALS FOR THE VOLUNTARY MAKING OF FOUR FURTHER VILLAGE GREENS WITHIN HAVERING (Pages 577 - 600)

Report attached.

13 DFE CAPITAL FUNDING FOR CHILDREN'S HOMES (Pages 601 - 630)

Report attached.

Exempt Appendix B to this Report is not available for public inspection as they contain or relate to exempt information within the meaning of Paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972.

14 REVENUE AND CAPITAL BUDGET MONITORING REPORT 2025/26. (Pages 631 - 676)

Report attached.

15 QUARTER 3 CORPORATE PERFORMANCE REPORT (Pages 677 - 694)

Report attached.

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MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 18 February 2026
(7.00 - 8.17 pm)

Present:
Councillor Ray Morgon (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Gillian Ford (Vice-Chair)	Lead Member for Adults & Wellbeing
Councillor Oscar Ford	Lead Member for Children & Young People
Councillor Paul McGeary	Lead Member for Housing & Property
Councillor 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

In attendance: Councillor Michael White (CON), Councillor Jane Keane (LAB) (on behalf of Councillor Keith Darvill), Councillor Martin Goode (EHRG), Councillor Keith Prince (REF)

1 **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.

2 **APOLOGIES FOR ABSENCE**

All cabinet members in attendance.

3 **DISCLOSURES OF INTEREST**

There were no disclosures of interest.

4 **MINUTES**

The minutes of the meetings held on **28th January 2026**, were agreed as a correct record and the Chair signed them.

5 **COMMENTS OF OVERVIEW AND SCRUTINY BOARD ON THE COUNCIL'S BUDGET 2026/27**

Report title: **Comments of Overview and Scrutiny Board on the Council's Budget 2026/27**

Presented by: **Councillor Laurance Garrard, Chair of the Overview & Scrutiny Board**

At its meeting on 4th February 2026, the Overview and Scrutiny Board scrutinised the Council's proposed Budget for 2026/27.

As the Board made recommendations and comments for Cabinet to consider and respond to, under the Overview and Scrutiny Procedure Rules, a report must be submitted to Cabinet. These recommendations and comments are shown above and Cabinet is required to give a response to each of these as well as indicate whether it wishes to change or continue with the proposed Budget.

1. That Officers explore aligning the Improvement and Transformation Plan with the Budget and Medium Term Financial Strategy (MTFS)

   Response: The plan was already aligned with the budget in the background. Following Overview & Scrutiny comments, the alignment has now been made explicit in the latest Cabinet report.

2. That Officers undertake alternative modelling on the impact of reducing street trading licence fees.

   Response: Officers need further time for modelling.
   A formal written response will be returned to Overview & Scrutiny Board once work is completed

3. That Officers review the wording within the Discretionary Fees and Charges section to ensure it reflects a compassionate approach to sensitive issues

   Response: Wording has already been amended to reflect a compassionate approach, noting, the fee is not payable by bereaved residents. The council will claim costs from the Children's Fund for burials.

4. That the Board be provided with information on the cost implications of extending 30 minutes free parking across all areas of Havering

Response: A pilot in Hornchurch was implemented just before Christmas. Only two months of data currently available; more months are required. Work is ongoing with finance officers to produce reliable modelling and assumptions.

5. That Officers confirm to the Board the value of the shortfall created by the National Insurance increase

   Response: Officers responded during the meeting. A written follow-up will also be provided to the Overview &Scrutiny Board

6. That Officers explore a pilot scheme delivering a single, coordinated bulky waste collection within a defined geographical area given sufficient bulky waste demand exists

   Response: Officers have taken this issue away for further investigation on feasibility and implementation.

7. That Officers consider the feasibility and potential benefits of introducing individually licensed fly tipping collectors

   Response: This issue is still under consideration; work is ongoing

8. That Officers explore opportunities to enhance communications with residents regarding Green Flag status and achievements within local parks.

   Response: Officers noted that this recommendation doesn't have clear budget implications. Communications is already strong regarding Green Flag park status (e.g., photo shoots and publicity).
   Additional interpretation: The Overview & Scrutiny Board may have intended a perception survey linked to the Parks Strategy and anti-social behaviour work.

   Overall Conclusion

   None of the recommendations listed require budget changes.

   Officers have either completed actions, are in progress, or will provide follow-up information in writing.

6 **2026/27 COUNCIL BUDGET REPORT AND 2026-2030 MEDIUM TERM FINANCIAL STRATEGY**

Report title**: 2026/27 Council Budget Report and 2026-2030 Medium Term Financial Strategy**

Presented by: **Councillor Chris Wilkins, Cabinet Member for Finance**

Summary:

The Leader and Cabinet Members thanked the Strategic Director, Resources and her team for their work in preparing the Budget Documents.

This report presents the proposed 2026/27 budget and also an update of the Medium-Term Financial Strategy (MTFS) between 2026/27 and 2028/29 that will support the delivery of the Council's objectives and priorities. The report includes a recommendation to increase the Havering element of Council Tax by 4.99% (including the Adult Social Care precept) to meet the new budget requirement, whilst maintaining tight financial control and ensuring prudent levels of reserves and balances are maintained.

Councillors are reminded that Section 106 of the Local Government Finance Act 1992 requires any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected by Section 106 who fails to declare could be subject to prosecution.

The 2026/27 budget process has again been a difficult one due the accumulated shortall in funding which has led to the Council requiring Exceptional Financial Support to balance its budget for the last three years. Havering continues to experience significant increases in demand and costs particularly across Social Care and Housing. The Government has reformed the financial allocation system through the fair funding review which has resulted in much needed additional grant for the borough but nowhere near enough for the Council to balance its books without needing further Exceptional Financial Support from the Government moving forward

The main pressures the Council continues to face are in Housing Demand, Children Services and Adult Social Care

Cabinet:

1. **Noted** the requirements of Section 106 of the LGA 1992 Act as set out in Section 1 of this report

2. **Noted** the Medium-Term Financial Position and the Budget setting process of the Council as set out in Section 3 of this report

3. **Noted** the key assumptions and risks to the 2026/27 budget as set out in **Appendix A** of this report

4. **Noted** that the medium term financial strategy presented in this report still leaves a financial gap of £82.3m in 2028/29 even after the full impact of the fair funding review grant increases and a 4.99% Council tax increase for the next three years have been applied

5. **Noted** the latest revenue monitoring position as set out in section 3 of this report;

6. **Noted** the savings proposals as set out in Section 4.10 and **Appendix C** of this report, approved by Cabinet in November 2025. These savings reduces the Council's budget gap by £23m from 2026/27 to 2028/29.

7. **Agreed** the proposed Fees and Charges schedule as set out in paragraph 4.11 and **Appendix D** and for officers to proceed with implementation of the proposed fees and charges, subject to consultation where required.

8. **Agreed** the proposed 2.99% increase in core Council Tax for 2026/27 and the proposed additional 2% Council tax increase for the Adult Social Care Precept as set out in paragraph 4.12, in line with the Referendum Limit approved by Government also referred to in paragraph 4.12,;

9. **Agreed** the proposed Council Band D basic amount of Council Tax for 2026/27 of £1,914.15 being the amount calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its council tax excluding the GLA precept for the year (as set out in section 4.13 of this report

10. **Agreed** the proposed Council Tax requirement for 2026/27 to be set at £174.421m as set out **Appendix E** of the report, which is an increase from £164.361m in 2025/26.

11. **Agreed** the budgets proposed in this report and as set out in **Appendix F**

12. **Noted** the Schools budget and DSG as set out in **Appendix G** of this report

13. **Noted** the S25 Statement of Robustness as set out in **Appendix H** of this report and the Council's financial position of requiring Exceptional Financial Support in 2027/28 and 2028/29 on the current forecasts set out in the Medium-Term Financial Plan.

14. **Agreed** the Council Tax Support Scheme for 2026/27 as set out in **Appendix I** to this report (unchanged from 2025/26).

15. **Agreed** Council Tax discounts for early payment to be given at a rate of 1.5% as set out in **Appendix J** of this report.

16. **Agreed** to direct officers to disregard War Pension income in the assessment of Housing Benefit as detailed in see Section 11 and **Appendix J** and authorises the Chief Executive to approve any policy required to effect the same.

17. **Agreed** the policy change set out in Section 11 to include the disregard of Armed Forces Compensation in the calculation of contributions for Disabled Facilities Grants (DFG)

18. **Noted** the Equalities Impact Assessment in respect of the Council Tax Support Scheme as set out in **Appendix K** to this report and the overall Equalities impact assessment for the Council report set out in **Appendix L**

19. **Noted** that in the event the Capitalisation Direction is not awarded to the value requested before the Full Council meeting on the 4th March, the Strategic Director of Resources (S151 Officer) will be required to issue a S114 report.

7 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2026/27

Report title: **Treasury Management Strategy Statement and annual investment strategy 2026/27**

Presented by: **Councillor Chris Wilkins, Cabinet Member for Finance**

Summary:

The Treasury Management Strategy Statement ("TMSS") is part of the Authority's reporting procedures as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management ("TM") Code and its Prudential code ("The CIPFA Prudential Code") for capital finance in local authorities. The TMSS also sets out recently introduced changes to the legislative framework, which are generally designed to place restrictions on authorities' commercial activity.

This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA TM Code/Prudential Code and Government Guidance, and it covers:

• The Borrowing and Investment Strategies

• Treasury Management and Prudential Indicators

Cabinet:

1. **Agreed** to recommend to Council for consideration and approval the 2026/27 Treasury Management Strategy Statement & Annual Investment Strategy

2. **Agreed** to recommend to Council for consideration and approval the revised prudential and treasury indicators set out in Appendix 2 and 3

3. **Agreed** to recommend to Council for consideration and approval the operational and authorised borrowing limits set out in tables 5 & 6 of appendix 2 noting the rise in limits to £1,568.2m and £1,638.2m respectively in 2028/29. The increase is as a result of increased borrowing required to finance the planned capital expenidture and EFS.

4. **Noted** the impact the capitalisation direction has on the prudential and treasury indicators, increasing the Capital Financing Requirement to £1,498.2m by the 31st March 2029 (set out in table 4 of Appendix 2). This in turn leads to capital financing costs charged to revenue as a result of the EFS increasing from £0.8m per year in 2024/25 to £27.3m in 2028/29.

5. **Noted** the non-compliance to the Prudential code in relation to affordability and sustainability (section 3.3.4) as a direct result of the Exceptional Financial Support required and the compounding of the interest and repayment costs required.

8 FIVE YEAR CAPITAL PROGRAMME AND STRATEGY REPORT 2026/27 - 2030/31

Report title: **Five Year Capital Programme and Strategy Report 2026/27 - 2030/31**

Presented by: **Councillor Chris Wilkins, Cabinet Member for Finance**

Summary:

The Council is required by statute and as set out in the Prudential Code for Capital Finance in Local Authorities, 2021 Edition, to agree the capital programme and associated capital strategy. Local authorities are required to have regard to the current editions of this code by regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) Regulations 2003 [SI 3146].

This report sets out the Authority's Capital Strategy and presents the Council's proposed capital budget for 2026/27 and five year Capital Programme to 2030/31. It should be read in conjunction with the Treasury Management Strategy Statement also on the agenda.

Cabinet:

1. **Agreed** to recommend to Council for consideration and approval the 2026/27 Capital programme of £391m and £1,050m over the full five-year period from 2026/27 to 2030/31.

2. **Agreed** to recommend to Council for consideration and approval the new capital projects being added to the capital programme for 2026/27 as set out in section 2.3 of this report.

3. **Noted** any additional capital needs over and above what is specified in the capital programme for the relevant year will require separate business cases and be agreed by the Strategic Director of Resources (S151 Officer), Capital Strategy manager and Council Members as required and appropriate before being agreed by full Council.

4. **Approved** that the Strategic Director of Resources (S151 Officer) be authorised to allocate funding from the Capital Contingency included within the draft Capital Programme.

5. **Noted** that externally funded schemes can be added to the capital programme up to £500k as and when funding is confirmed.

6. **Approved** the capital strategy contained within this report noting its impact on both the capital programme and the financial implications for setting the revenue budget for 2026/27 to 2030/31.

7. **Approved** the Minimum Revenue Provision Policy Statement (section 9 of this report) which determines the amount of money set aside each year for the repayment of debt

8. **Agreed** that the Strategic Director of Resources be authorised to re-profile capital budgets mid-year based on the updated forecasts provided by services and reported to the Executive Leadership Team as part of the capital monitoring process. This will assist in producing more accurate information for treasury management purposes.

Chairman

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

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Image 1:

A visualisation of the courtyard at Balgores School.

The courtyard is lined with biodiverse landscaping with a versatile social and seating area.

The building has light beige brick with a natural green accents acting as shading and framing for windows and doors.

Haverstock Architects

Image 2:

The early years entrance to the school.

The secure entrance is framed by an array of biodiverse landscaping, scattered in large pockets across the pick-up and drop off area.

Haverstock Architects

Image 3:

A visualisation of the entrance from the car park.

Pockets of vegetation sprawl across the car park, with the tones matching the green framing across the windows and doors.

Haverstock Architects

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Havering
LONDON BOROUGH

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CABINET

11th March 2026

Subject Heading:	**Award of the Main Contract for the Construction of Balgores Special School**
Cabinet Member:	Councillor Oscar Ford Cabinet Member for Children's Services Councillor Paul McGeary Cabinet Member for Housing & Property
ELT Lead:	Neil Stubbings Strategic Director of Place Neil.stubbings@havering.gov.uk
Report Author and contact details:	Neil Tarrant Interim Head of Capital Delivery and Corporate Estates neil.tarrant@havering.gov.uk Nicola Lorenzo Prandini Design and Surveying Manager NicolaLorenzo.Prandini@havering.gov.uk
Policy context:	1.1.1 Supports educational outcomes within the broader opportunities' context of the Havering Vision.
Financial summary:	1.1.2 This report seeks cabinet approval to award the main construction contract for Balgores School. This expenditure is within the allocated budget and is allowed for in the MTFS.
Is this a Key Decision?	Yes

1.1.3 When should this matter be reviewed?	March 2026
1.1.4 Reviewing OSC:	Full Overview and Scrutiny Board

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

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

SUMMARY

This report provides a summary of the Balgores School project, with recommendations to award the main contract to construct the school following the successful completion of Stage 1 (the Pre-Construction Services Contract) and the provision of a firm price for Stage 2 - construction of the new Special School on the Balgores Field on Balgores Lane, Gidea Park, to provide the children of Havering with special educational needs with the educational care they require.

RECOMMENDATIONS

Cabinet is asked to:

1) Approve the award of a JCT Design and Build Contract (with LBH Amendments) to Galliford Try Ltd for the construction of the new special educational needs school on Balgores Field, Balgores Lane, Romford, for the value of £ 38,552,461, subject to grant of Planning Approvals as set out within this report; and
2) Enter into all associated documentation.

REPORT DETAIL

1.0 WIDER CONTEXT FOR THIS DECISION

The Council's vision is for children and young people with special educational needs and disabilities (SEND) to be educated in the most inclusive environment possible, enabling them to participate fully in school life and their local communities.

Havering currently faces a significant shortfall in specialist SEND places, resulting in children being educated out-of-borough, placed in inappropriate mainstream settings, or supported through part-time timetables, alternative provision or home tuition.

The number of out-of-borough placements has continued to increase, with transport costs alone now exceeding £3m per annum, while suitable placements are becoming harder to secure due to national pressures and increasing complexity of need.

The proposed new Special School at Balgores Lane directly addresses these challenges and aligns with the Children and Young People Education Place Planning

Plan 2023–2027 and the Council's emerging SEND and Alternative Provision Strategy.
The school will provide much-needed local specialist capacity, reducing the Council's reliance on out-of-borough SEND provision, improving educational and wellbeing outcomes for children and young people, and supporting families to access high-quality SEND education and services closer to home.

Approval to develop the new special school was granted by Full Council on 8th November 2023, and the proposal represents a strategic investment to meet rising SEND demand, manage long-term revenue pressures, and ensure equitable access to high-quality provision across the borough. The 2-stage contract was tendered through a mini competition via the Southern Construction Framework, which is a Public Contracts Regulations 2015 compliant framework. Galliford Try Ltd were the successful tenderer under the mini competition and on 9 October 2024 Cabinet agreed to award Galliford Try Ltd the first stage contract, noting a recommendation for progression to stage 2 would be brought back to Cabinet at a later date.

When the school will be fully operational this will potentially result in a revenue saving and or cost avoidance across Dedicated Schools Grant and Home to School Transport General Fund estimated at £3.187m (Refer to **Appendix C**).

The Government announced the "Every child achieving and thriving" reforms to the schools and SEND systems on 23rd February which outlines the ambition to improve the lives of all Children and Young People and will take the education system into the 2030's and beyond. This will include SEND provision in mainstream alongside high-quality specialist provision with schools equipped and funded to support children with SEND to achieve and thrive in inclusive mainstream settings, working together with high-quality specialist provision in bespoke environments which Balgores School will make a significant contribution to with Havering pupils

2.0 APPROVALS FOR THE SCHEME

2.1 Corporate approvals

The proposed Balgores Special School has been subject of wide-ranging decision making, including a decision to utilise the Balgores Field, a decision to commence the tender exercise, and a decision to award the PCSA. The reports are referenced in the background papers section of this report

2.2 Planning permission

Resolution to grant planning permission for the proposal was agreed by the Strategic Planning Committee (SPC) on the 11th of December 2025, and this scheme will be granted planning permission subject to referral and agreement from the Secretary of State and the Greater London Authority (GLA) and signing of the S106 Agreement.

The scheme is referrable to the Secretary of State (National Planning Casework Unit) as the proposal received an objection from a statutory consultee (Sport England).

In addition to this, and because of the location of the development, the scheme is also referrable to the Mayor of London (GLA), pursuant to the Town and Country Planning (Mayor of London) Order 2008.

Once these two bodies have made their recommendation and the S106 Agreement is in place, the Local Planning Authority (LPA), will be able to grant planning permission.

The contract subject to this report will not be entered into prior to planning permission being granted.

2.3 Brief description of the proposal

The proposed Balgores SEND School is designed as a purpose-built, state-of-the-art educational campus for up to 300 pupils aged 4–19 with complex learning needs, located on the Council-owned Balgores Fields site in Gidea Park, Havering.

The building is configured as a part single-storey, part two-storey structure, accommodating a comprehensive suite of general and specialist teaching spaces tailored to the diverse needs of its pupils. In addition to standard classrooms, the scheme will incorporate therapy rooms, a dining hall, sports facilities including a sports hall and multi-use games area, and a hydrotherapy pool, ensuring the building supports both educational and therapeutic objectives.

The design thoughtfully segregates age groups while maintaining connectivity, and integrates extensive outdoor play and landscaped areas, a grass sports pitch and carefully planned drop-off/pick-up zones with sufficient internal circulation for minibuses, taxis and private vehicles. The layout also includes staff parking with EV charging provision.

The school embodies inclusive, sustainable design principles, with the project targeting high environmental performance.

The proposed building materials, internal spatial quality and landscape strategy aim to create a stimulating, therapeutic, and secure learning environment that responds to the specific sensory and social needs of SEND pupils. The proposal has been shaped through extensive consultation through client and technical design engagement meetings to develop a facility suitable for a specialist education provider but also as a community asset, with flexible spaces that could support wider community use outside school hours.

This facility represents a long-term investment in local provision, eliminating the need for many pupils to travel out of borough for appropriate education while providing a highly functional, future-focused building that aligns with Havering's strategic educational objectives.

3.0 PROCUREMENT

3.1 Procurement route

The scheme was procured via a two-stage Design and Build tender. This is a procurement method in which the contractor is first appointed under a Pre-Contract Services Agreement to work collaboratively with the client and design team to develop the design, test buildability, obtain supply-chain input and progressively refine cost and risk information. Only once this work is complete does the contractor submit a fully priced, fixed Stage 2 tender for the main works.

This route is used where early contractor involvement is required to manage programme risk, address site constraints, and ensure that the developing design can be delivered within an agreed budget envelope.

For this scheme, a two-stage tender was selected because of the complexity of a specialist SEND school, the constrained nature of the Balgores Field site, and the need to integrate specialist supply-chain packages at an early stage to allow for a faster route to build and provide school places. This approach also reduces cost uncertainty arising from market volatility by securing real-time pricing during design development.

The project has been procured through the Southern Construction Framework (SCF), a fully PCR compliant framework that enables two-stage Design and Build appointments. Galliford Try Ltd were selected following competitive assessment and the Council entered into a PCSA agreement to develop the design, coordinate surveys, engage the supply chain and prepare a market-tested Stage 2 submission. The Stage 2 tender now presented for approval constitutes the fully priced, technically validated offer produced in accordance with SCF requirements and the Council's procurement processes. The project was procured through the Southern Construction Framework (SCF), a fully PCR compliant framework that enables two-stage Design and Build appointments. competition Galliford Try Ltd were selected as preferred supplier following a framework compliant mini competition and the Council entered into a stage 1 PCSA agreement to develop the design, coordinate surveys, engage the supply chain and prepare a market-tested Stage 2 submission.

The Stage 2 tender now presented for approval constitutes the fully priced, technically validated offer produced in accordance with SCF requirements and complies with the Council's procurement processes.

This scheme and its procurement route was approved by the Gateway Review Group (GRG), at the following stages: pre-tender, award of PCSA, and now, for the award of contract.

3.2 Tender outcome

Galliford Try were appointed under the Pre-Construction Services Agreement (PCSA) to develop the design through the various stages up to RIBA Stage 4 and obtained competitive prices via their supply chain to enable the provision of a fixed contract sum for the main works to build the school.

The developer appointed Haverstock Architects, who are experienced with similar SEND projects, they collaborated throughout each of the design stages with the Council and Astrum Academy Trust who will operate the school on completion.

Regular design team and client engagement meetings with the Contractor's design team, the Balgores project board and Academy trust took place over the last year to develop the design to meet the needs of the Council and deliver a scheme that meets the requirements of the Trust. These meetings have been supported by the Council's appointed advisors Playle and Partners who Provided Project Management, Procurement and Quantity Surveying services.

The construction costs have been broken down into the various building work packages. For each subcontract work package (e.g. groundworks, steelwork, carpentry, windows, doors) under the PCSA Galliford Try have sought 3 quotations for each work package, to ensure there is value for money from their supply chain. Playle & Partners, as the Council's consultant, analysed the costs with a summary contained in the tender report.

During the design development phase, the cost estimate for the construction of the new school has increased. The key drivers for this cost increase can be summarised as follows:

(1) Requested changes following feedback during the planning process (including the Quality Review Panel - QRP) and public consultation.
(2) New electricity substation capacity requirements, water supply & drainage.
(3) Drainage design to accommodate existing trees at the Heath Park Road side of the site.
(4) Highway works.
(5) Site cut & fill to level the site topography.
(6) General, Nation-wide cost increase in Mechanical and Electrical services.
(7) General, Nation-wide construction cost exceeding inflation estimates.

As the design matured through the PCSA phase, and risks were progressively identified and mitigated, the Council reviewed and consolidated existing Department for Education Basic Need and High Needs allocations to ensure that the scheme could be delivered with appropriate provision for risk, statutory requirements and market conditions. This approach reflects normal practice for complex education projects and ensures that the final contract award is aligned with an agreed funding profile, rather than relying on provisional assumptions made at an earlier design stage.

Further detail is set out in the exempt financial appendices.

The Contractor is required to obtain a minimum of three quotes from their sub-contractors for each of the major work packages. These are obtained on an open book basis and have been independently reviewed by Playle and Partners, our externally appointed Quantity Surveyors.

The Stage 2 tender submitted by Galliford Try Ltd represents a fully priced, technically validated offer developed through the PCSA period in accordance with SCF requirements. The submission includes market-tested supply-chain quotations, an updated programme, and a consolidated risk allowance.

The tender has been reviewed by the Council's cost consultants, confirming compliance with the employer's requirements and the procurement brief.

3.2 Value for Money

Once the final offer was received, value for money for this contract was assessed, by considering the cost of the building relative to its size and relative to the facility it provides. This review has demonstrated that the investment represents good value for money.

In particular the cost of constructing the provision per SEND pupil place is well within the expected range of cost per SEND pupil for recent construction projects:

Cost of SEND pupil place: £ 129,000 to £ 185,000 (National School Delivery Cost Benchmarking, adjusted to location, and TPI)

Balgores cost of SEND pupil place: approx. £ 148,000

This demonstrates that the Balgores Special School offers strong value for money when assessed against nationally published benchmarking data, with a cost per pupil place well within the national range (at approximately the 65th percentile), once this has been adjusted for the Havering location.

For further detail, refer to **Exempt Appendix B**.

3.3 Contract outcome

The contract will be awarded as a JCT Design and Build 2016 agreement with Council amendments for a value of £ 38,552,461 to construct the school. Under the Southern Construction Framework procurement route, all contractual documents, specifications and employer's requirements have been updated during the PCSA period to reflect the final design, planning conditions and agreed risk allocations. The contractor's warranties, programme, pricing documents and required securities have been reviewed and confirmed as compliant.

3.4 Social Value considerations

The contract delivers clear and measurable social value outcomes aligned with the Council's priorities. Commitments include prioritising local employment and supply chains, delivering a strong Employment and Skills Plan with work placements, apprenticeships, new jobs and accredited training, and providing careers events and mentoring opportunities, including for neurodivergent young people.

The programme also supports community wellbeing and inclusion through partnerships with local organisations, volunteering, fundraising and engagement with pupils and families, alongside environmental benefits such as carbon reduction measures, material reuse, waste minimisation and the creation of a Food Forest/Edible Garden, ensuring a positive and lasting legacy beyond construction.

This is in line with the Council's new Social Value Strategies, and it will be monitored by officers annually.

4.0 MASTER PROGRAMME

Planned key programme dates are as follows:

Stage	Activity	Start	Completion
RIBA 2 - 3	Pre-contract services Agreement	October 2024	December 2025
RIBA 4	Resolution to grant Planning Approval	December 2025	
RIBA 4	Offer of firm price tender	December 2025	
RIBA 4	Award of Contract	March 2026	
RIBA 4	Secretary of State / GLA approval	March 2026	
RIBA 4	Mobilisation	March 2026	April 2026
RIBA 5	Construction phase	April 2026	October 2027
RIBA 6	Construction Completion	November 2027	
	FF&E fitout and staff training	November 2027	December 2027
RIBA 6	Handover	December 2027	December 2027
RIBA 7	School in occupation	January 2028	

While the programme is achievable, some risk of slippage remains, as is typical for construction projects.

REASONS AND OPTIONS

Galliford Try have tendered the construction works with their supply chain, which has been checked and evaluated by Playle and Partners who are acting as the Borough's appointed Project Manager and Quantity Surveyors.

The tender report is attached in Exempt Appendix B. This includes details of all the construction costs, associated infrastructure and facilitating works, landscaping, professional fees, fit out costs and contingency, provides a fixed price for the Design and Build construction element to provide the school.

Option assessment

RE TENDER: The Council could now take the proprietary designs produced by Galliford Try during the Stage 1 tender process (PCSA) and utilise these as the basis for a further tender exercise.

This is not guaranteed to yield any cost savings relative to the current contractor's proposal. Re tendering would delay the programme for at least 12 months due to the additional governance, tender period, evaluation and negotiation period. This delay would be reflected in slippage in the commissioning of the new school and it would result in extended out of Borough SEN education and transport cost (see Appendix C). This option was considered and rejected.

DEFERRAL: Deferring the award of the contract would expose the scheme to further construction inflation, as evidenced by recent BCIS trend data, and would remove the supply-chain pricing certainty secured through the PCSA. A period of deferral or re-tendering would also extend the Council's reliance on out-of-borough SEND placements, with associated revenue and transport costs continuing to accrue. In addition, delay would have a direct knock-on effect on the Council's SEND sufficiency programme, reducing the ability to bring forward new local specialist capacity in line with identified demand and increasing delivery risk across the wider capital programme. This option was considered and rejected.

DO NOTHING: Do not progress the new school means that no new special school will be constructed. This is to the detriment of the Havering resident children with special educational needs (who will need to keep on travelling for out-of-Borough education) and of the Council who would need to support the revenue costs associated with this. This option was considered and rejected.

IMPLICATIONS AND RISKS

1.2 Financial implications and risks:

Capital Implications

The report recommends that Cabinet approve a contract award under the Southern Construction Framework (SCF) to Galliford Try to construct the new Balgores Special School. The Stage 2 JCT Design and Build Contract is for £38.552m which is within the overall capital programme project budget.

The preceding Stage 1 PCSA has cost £2.5m upon its completion in December 2025 which has aided both the Authority and its construction partner to collaborate, design, test and refine the project. Importantly, this has led to Galliford Try firming up the supply chain to allow a more robust contract price following negotiation.

Overall, the project approved budget is higher due to professional fees, fit out costs and a small contingency budget. As with any capital construction project, there is a residual risk that the cost will be exceeded (e.g. Force Majeure).

The funding is Basic Need which the Department for Education has granted to London Borough of Havering for the establishment of school places. None of the funding is from the Authority's General Fund.

The report also sets out a reasonable basis for the contract price to be deemed value for money. The contractor has sought three prices for each cost category from sub-contractors (where applicable), and our internal and external partner has been in challenging dialogue with Galliford Try to agree an appropriate and affordable budget within the DfE funding envelope that delivers the project's goals. Benchmarking analysis in section 3.2 outlines that the project cost per pupil is within the norm, albeit it should be noted that this is a significant school of 300 pupil places compared to recent SEN schemes with under 100.

Refer to Exempt **Appendix A** for more details.

Revenue implications

Havering – as most Local Authorities – is experiencing large increases in the numbers of children with Special Educational Needs who require additional support. This has led to a deficit on the High Needs Block of the Dedicated Schools Grant. The Local Authority has an inclusive model of provision with over 60% of children being supported in mainstream schools but for some children more specialist provision is required such as a special school. If a local maintained special school place is not available, then the student may need to be placed out of borough or in an independent or voluntary sector school. Non maintained school places tend on average to be much more expensive resulting in cost pressures. In addition, pupils

with special educational needs are often entitled to assistance with home to school transport which obviously becomes more expensive the further they travel.

Establishing an in borough maintained Special School is therefore expected to provide revenue savings for both the Dedicated Schools Budget and the Council's General Fund. Local modelling suggests that the numbers of children with an EHCP will increase from 3725 in 25/26 to 6158 in 29/30. The modelling suggests that the 300 children in the new school will be diverted from a range of other provisions with around a quarter being diverted from the more expensive independent sector and others being diverted from other kinds of state provision at similar or lower cost. The cost of education provision in the new school is forecast to be £14.9m per year by 2029/30 based on the current average cost of local special schools adjusted for inflation but the cost of the provisions those 300 children would otherwise have been in would be £16.7m. Thus the new school will result in an overall cost reduction of £1.8m. The driver of this saving is the assumption that around a quarter (74) of the pupils would otherwise have been placed in independent schools at an additional cost of around £52k per place. If however instead of diverting children from the independent sector the school takes children that would be placed in other similar costed provision then the saving would be less. It is very important the school is developed to provide the right kinds of specialist support that will allow children with more complex needs to be placed there.

Likewise, if the school population is not drawn from Havering residents but is used for children from other boroughs then there will be no benefit to this authority. It will be important to ensure that there is strong commissioning and place planning to avoid this.

Shortly after the opening of the school, it is anticipated that responsibility for funding of SEN will switch from Local Authorities using the DSG to direct funding by the DfE from April 2028. However, the new approach has not been fully announced and the timeline may slip. Moreover, in any case the savings will still accrue to the overall public purse.

There will also be a potential saving to Havering General Fund from reductions in the cost of Home to School Transport. Modelling has been undertaken that suggests that over sixty percent of the children (190) attending would otherwise be placed out of borough so there will be a cost saving on transport due to reduced distances and because there can be more use of shared transport such as buses rather than individual taxis. The potential cost avoidance is £1.34m compared to what otherwise would be incurred based on these assumptions. Again, if a different group of children are placed then the final figure could be lower. Moreover, it should be noted that this is a comparison to an overall cost that includes a large amount of demand growth. It is not a cash saving against the current budget. This cost avoidance is built into the existing MTFS projections for Home to School Transport.

Refer to **Appendix C**, which was submitted to, and agreed by the Department for Education.

These are the expected full year steady state cost avoidance once the school is fully operational. However, there will be a phased approach with around 100 new pupils being admitted each year and so the profile is expected to look like this.

	Cost Avoidance		
	27-28	**28-29**	**29-30**
Revenue Funding - Placement	£0.8m	£1.2m	£1.8m
Transport	£0.6m	£0.9m	£1.3m
Total Cost Avoidance - Indicative	**£1.4m**	**£2.1m**	**£3.2m**

The project is still subject to Planning Permission and approval from the Secretary of State and the GLA. This represents a risk to the project in respect of delivery timescales, cost and approach.

Legal implications and risks:

The Council has a statutory duty to secure that efficient primary education, and secondary education is available to meet the needs of the population of their area (Section 13 Education Act 1996).

The Council has the general power of competence under section 1 of the Localism Act 2011 to do anything an individual may generally do, provided there are no statutory constraints. No limitations are engaged by this decision. The contract may be awarded in accordance with these powers.

Additionally, the Council has the power to award the contract under Section 111 of the Local Government Act 1972 which, permits the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The contract was procured as a 2-stage construction contract via the Southern Construction Framework which is a Public Contracts Regulations 2015 (PCR 2015) compliant framework. Award of the second stage JCT contract is therefore PCR 2015 compliant. Subject to best value considerations, the Council may proceed to award the second stage JCT design and build contract to Galliford Try Ltd.

As set out in the body of this report, officers consider award of the contract represents best value to the Council. Subject to the regulatory approvals described in this report, the Council may award the contract.

Human Resources implications and risks:

The human resources implications for Balgores school will be managed by the Academy.

Equalities implications and risks:

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

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

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

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

Health and Wellbeing implications and Risks

There are no direct Health and Wellbeing implications associated with the recommendation for the award of the construction contract associated with the new Balgores Field Special School to Galliford Try Ltd.

In the context of the increasing SEND school provision within the borough, steps to progress with delivery of the Balgores Field Special School will contribute to future health and wellbeing benefits for residents, by enabling more children to access specialist provision closer to home, reducing impacts of potentially lengthy travel to out-of-borough provision on pupils, parents and carers.

Environmental and Climate Change Implications and Risks

The award of the construction contract supports the Council's environmental and climate change objectives by enabling the delivery of a modern, energy-efficient educational facility that will perform significantly better, in environmental and operational terms, than much of the existing education estate.

Environmental considerations formed part of the tender evaluation process, with bidders required to demonstrate their approach to sustainable construction, including waste management, efficient use of resources, and measures to reduce energy use and carbon emissions during construction.

The recommended contractor has demonstrated a strong understanding of these requirements and has provided credible and deliverable commitments to managing environmental impacts on site and reducing construction-related emissions.

The appointed design team has worked with a clear understanding of the importance of climate conscious design choices and both the architecture, and the mechanical overall design and distribution are informed by these concerns.

The construction contract will place clear obligations on the Contractor to implement the approved design and associated sustainability measures, thereby mitigating environmental and climate-related risks and supporting the Council's wider sustainability objectives.

Appendices

Appendix A - Financial Considerations (EXEMPT)

Appendix B - Post-Tender report (EXEMPT)

Appendix C - Revenue Implications of the development (EXEMPT)

Appendix D - Images of the proposed development

BACKGROUND PAPERS

Cabinet Decision for Approval on School Expansion Programme
8th November 2023
https://democracy.havering.gov.uk/documents/s71412/7.0%20Update%20to%20Phase%205%20expansion%20programme%20Final.pdf

Authority to procure a contract for the construction of a new Special School at Balgores Field
14th February 2024
https://democracy.havering.gov.uk/ieDecisionDetails.aspx?id=8103&LLL=0

Waiver to CPRs in relation to the tender for the construction of a new Special School at Balgores Field (MEAT and Platform)
18th March 2024
https://democracy.havering.gov.uk/ieDecisionDetails.aspx?id=8159&LLL=0

Cabinet Decision for Award of PCSA
9th October 2024
https://democracy.havering.gov.uk/documents/s75995/Award%20of%20a%20Pre-Contract%20Service%20Agreement%20to%20develop%20the%20designs%20for%20the%20new%20Balgores%20Special%20School.pdf

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Havering
LONDON BOROUGH

CABINET

Subject Heading:	Approval to proceed with Havering's Healthy Child Programme procurement and to delegate authority for deciding the procurement route
Cabinet Member:	Councillor Gillian Ford, Cabinet Member for Health and Adult Care Services
ELT Lead:	Mark Ansell, Director of Public Health, Insights, Policy & Strategy
Report Author and contact details:	Sedina Lewis, Public Health Principal, 01708 431188 Sedina.lewis@havering.gov.uk Lee Clegg, Senior Commissioner, 01708 431251 lee.clegg@havering.gov.uk
Policy context:	Local authorities have a statutory responsibility to provide a range of public health services for children and young people aged 0-19 years. The Healthy Child Programme 0-19 contract supports Havering Council to meet the Resources Theme priority of "enabling a resident-focused and resilient Council" in its Corporate Plan 2024-2027.
Financial summary:	The Healthy Child Programme 0–19 contract is fully funded through the ring-fenced Public Health Grant. The lifetime value of the current contract is approximately £23.5 million. For the future contract (starting on 1st April 2027), there is an intention to increase investment, with an estimated lifetime value of approximately £29 million over the 7-year contract term.
Is this a Key Decision?	Yes:

	(a) Expenditure or saving (including anticipated income) of £500,000 or more (c) Significant effect on two or more Wards
When should this matter be reviewed?	11th March 2026
Reviewing OSC:	Resources

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

Havering Council has a statutory duty to commission public health services for children and young people aged 0–19 years old. The 0–5 element of the Healthy Child Programme (HCP) is led by the health visiting service through the five mandated health assessment visits. The 5–19 element is led by the school nursing service, which includes delivery of the mandated National Child Measurement Programme (NCMP).

The current HCP contract is due to end on 31st March 2027, and the Council must commence procurement for a new contract. This paper seeks Cabinet's permission to begin this procurement and to delegate authority for deciding the final procurement route to the Director of Public Health, in consultation with the Cabinet Member for Adults and Wellbeing and the Strategic Director of Resources, with oversight from the Procurement Gateway Review Group.

The new 7-year contract is expected to include additional investment, with an estimated lifetime contract value of £29 million, reflecting increased population demands particularly amongst the school-aged cohorts.

A Key Executive Decision paper will be presented to Cabinet to make the decision about the contract award.
The intended outcome of this paper is to ensure a compliant, timely procurement that secures a sustainable and high-quality HCP services for Havering's children, young people and families, while enabling the selection of the most appropriate procurement route based on thorough assessments and best value.

RECOMMENDATIONS

For the reasons set out in this report, Cabinet is asked to give permission for the following decisions to:

1. Proceed with the procurement of the Havering Healthy Child Programme.

2. Delegate authority on the decision regarding contract procurement route to the Director of Public Health, in consultation with the Cabinet Member for Adults and Wellbeing, Strategic Director of Resources and with oversight from Procurement Gateway Review Group.

REPORT DETAIL

Background to Healthy Child Programme

The Health and Social Care Act 2012 set's out local authorities' statutory responsibility for commissioning public health services for children and young people aged 0-19 years[1].

The Healthy Child Programme (HCP) aims to bring together health, education and other main partners to deliver an effective programme for prevention and support through health visiting (0-5 years) and school nursing (5-19 years) services. The universal and targeted public health support provided by these services are crucial for improving the health and wellbeing of all children and young people.

Current and Future Contract – Provider and Financial Overview

As outlined in Havering's 'Happy Healthy Lives' Integrated Starting Well Plan, the Council wants to ensure that all children and young people are "Well", with access to the support available through the HCP.

North East London Foundation Trust (NELFT) holds the current HCP contract for the provision of health visiting and school nursing services in Havering. The current contract is due to end on the 31st March 2027, other key information is summarised in Table 1.

The new contract will commence on the 1st April 2027, with an estimated value of £29 million over the 7-year contract term. This is expected to include additional investment to reflect increasing numbers and needs of school-aged children. This investment is critical, given the significant changes in the size and needs of the 0–

[1] Healthy child programme: health visitor and school nurse commissioning - GOV.UK

19 population in recent years and the expectation is that service pressures will remain throughout the future contract term[2].

The school nursing service plays a significant role in early intervention, promoting physical and emotional wellbeing, the early identification of health needs and helping children and young people navigate major transitions such as starting school and advancing into adulthood. Investing in the school nursing service is essential to strengthen the public health offer and ensure every child and young person receives the support they need to thrive.

Table 1: Havering's Healthy Child Programme overview – current contract

	Havering Healthy Child Programme
Contract Holder	NELFT
Contract Length	5 years
Optional Extension	2 years (approved by Cabinet December 2024)
Start Date	1st April 2020
End Date	31st March 2027 (including extension)
Current annual contract value	£3,642,620 Previous service uplifts agreed in 2020/21 and 2024/25 (total value - £180,620[3])
Lifetime contact value	Approximately £23,500,000

Procuring the Future Contract - Provider Selection Regime

The Provider Selection Regime (PSR) came into force on 1st January 2024. The PSR is a set of rules for procuring health care services in England by organisations termed relevant authorities including local authorities[4] .

To enable a timely decision on the most appropriate route to market and subsequent contract award using the PSR, the following activities will be completed within the indicative timeline below:

- **February/March 2026** – Develop the Procurement Strategy.
- **March/April 2026** – Submit the Procurement Strategy to the Procurement Gateway Review Group for approval.
- **May 2026** – Undertake pre- procurement governance, including the key decision on the route to market (to be made by the Director of Public Health).
- **June 2026** – Commence the procurement process ahead of contract award.

[2] Havering-JSNA-Demography-Chapter-2026-Executive-Summary.pdf
[3] https://democracy.havering.gov.uk/documents/s78099/63.%20FINAL%20ONKD%20Report%20-%20Healthy%20Child%20Programme%20-%20BPs%20reviewed%20MA%20SIGNED%20V2.1.pdf
[4] https://www.england.nhs.uk/long-read/the-provider-selection-regime-statutory-guidance/

REASONS AND OPTIONS

Reasons for the decision:

Proceed with the procurement of the Havering Healthy Child Programme.

The Health and Social Care Act 2012 set's out local authorities' statutory responsibility for commissioning public health services for children and young people aged 0-19 years. Therefore, we must proceed with procuring the Healthy Child Programme, to ensure that new contractual arrangements are in place in good time prior to the end of the current contract, 31st March 2027.

Advice will be sought via the Procurement Gateway Review Group to ensure that the final choice of procurement route is appropriate and in line with PSR requirements.

Delegate authority on the decision regarding contract procurement route to the Director of Public Health, in consultation with the Cabinet Member for Adults and Wellbeing and with oversight from Procurement Gateway Review Group.

A decision needs to be made about the route for procurement and the contract award. This decision must be made promptly to allow sufficient time to complete the necessary processes in line with the PSR requirements.

Due to the upcoming local elections, there is likely to be a delay in papers being brought before Cabinet in which the determined procurement route can be presented for approval. To maintain an achievable timeline for re-procurement, early Cabinet approval for the procurement coupled with delegation of authority of the decision on the procurement route will enable officers to undertake the required governance and actions as soon as the preferred route is identified.

Other options considered:

Present recommended procurement route during later Cabinet meeting

Any delay in presenting the decision to Cabinet may adversely affect the procurement timeline.

As there are no further extension options within the existing contract, it is essential that the new contract is awarded and mobilised before 1st April 2027 to ensure compliance with the statutory responsibility for the provision of the Healthy Child Programme.

IMPLICATIONS AND RISKS

Financial implications and risks:

For the reasons set out in this report, Cabinet is asked to give permission to proceed with the procurement of the Havering Health Child Programme and to delegate authority for the decision regarding the contract procurement route to the Director of Public Health in consultation with the Cabinet Member for Adults and Wellbeing, Strategic Director of Resources and with oversight from Procurement Gateway Review Group.

It is anticipated that this will be a 7-year contract (5+2 years), which is due to commence 1st April 2027 with an estimated value of approximately £29 million over the full contract term. This is an anticipated increase of £5.5m on the existing contract cost of £23.5m and reflects planned investment in the school nursing service to enhance support for the children and young people in the borough. This investment has been deemed necessary due to the significant changes in the size and needs of the 0–19 population in recent years. The exact cost of the new contract won't be known until the procurement process has completed. There will be an opportunity for the final contract cost to be considered as part of the governance processes undertaken in order to award the contract.

The funding for this contract will be from the ringfenced Public Health grant which currently stands at £13.3m per annum of which current commitment to the HCP contract is £3.642m. If the new annual contract cost accounts for a greater proportion of the Council's Public Health Grant than is currently the case, there will be a need to review non-mandatory spend currently funded by the grant.

Legal implications and risks:

The Council has the power to procure the contract under Section 111 of the Local Government Act 1972, which allows the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The Council also has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any statutory constraints on the Council's powers. None of the constraints on the Council's s.1 power are engaged by this decision.

The Council is a best value authority and has a duty to secure continuous improvement. The recommendations in this report are in accordance with this duty. Or the reasons set out above the Council may agree to procure the contract with the recommended delegation as to procurement route.

Human Resources implications and risks:

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

Equalities implications and risks:

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

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

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

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

The Council seeks to ensure equality, inclusion, and dignity for all in all situations. There are no concerning equalities and social inclusion implications and risks associated with this decision.

An EqHIA (Equality and Health Impact Assessment) is usually carried out and on this occasion, this is not required. An EqHIA was conducted when the current Healthy Child Programme contract was awarded. This will be reviewed and updated ahead of the decision to award the new contract.

Health and Wellbeing implications and Risks

Under the Health and Social Care Act 2012 the Council is responsible for improving and protecting the health and wellbeing of local residents. Havering Council is committed to improving the health and wellbeing of all residents.

There are no health and wellbeing implications directly related to this decision. However, the Healthy Child Programme contract will positively impact the health and wellbeing of families in Havering.

The health visiting service is the only universal offer for pre-school children and provides, as a minimum, five developmental contacts between pregnancy and 2½

years of age to assess the health and wellbeing of both mother and child. The school nursing service supports the health and wellbeing of school-aged children.

Both services include elements that the Local Authority is mandated to deliver. In addition, they play a vital role in promoting health and wellbeing, preventing ill health, enabling early identification of emerging needs, and ensuring timely and appropriate support and intervention.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The Supplier will minimise the impact on the environment by:
a) Eliminating the need for one use plastics
b) Ensuring that all waste is correctly recycled
c) Utilising public transport when this fits with Infection Protection Control measures
d) Employing locally wherever possible to reduce the environmental impact of travelling to work
e) Employing digital solutions to reduce the need for manual recording and disposable materials

BACKGROUND PAPERS

None.

Havering
LONDON BOROUGH

CABINET

Subject Heading:	Permission to Direct Award under PSR Process C the Integrated Sexual and Reproductive Health Service to BHRUT
Cabinet Member:	Councillor Gillian Ford, Cabinet Member for Adults and Wellbeing
ELT Lead:	Mark Ansell, Director of Public Health
Report Author and contact details:	Faith Nare, Commissioner – Live Well, faith.nare@havering.gov.uk
Policy context:	Under the Health and Social Care Act 2012, local authorities have a mandated duty to provide open access services for sexual and reproductive health, including contraception services and testing and treatment for sexually transmitted infections.
Financial summary:	The contract value for Havering is estimated to be approx. £9.1m. over the seven-year contract term. All funding for the service will be drawn from the ring-fenced Public Health Grant with any uplifts to the value of the contract during its lifetime being subject to availability of equivalent uplifts to the Public Health Grant.
Is this a Key Decision?	Yes, Expenditure or saving (including anticipated income) of £500,000 or more

When should this matter be reviewed?	11 March 2026
Reviewing OSC:	People's Overview and Scrutiny Sub Committee

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

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

SUMMARY

Local Authorities have a statutory responsibility, as outlined in the Health and Social Care Act 2012, to commission sexual and reproductive health (SRH) services for their residents. This ensures that individuals have access to essential healthcare services in line with national legislation.

At present, Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT) delivers the Integrated Sexual Health Service (ISHS) with the contract set to conclude on 30 September 2026. The London Borough of Havering (LBH) has been working in partnership with the London Boroughs of Barking and Dagenham (LBBD) and Redbridge (LBR) to jointly commission ISHS services for several years, with the intention to continue this arrangement for the new contract. Newham Shared Services will continue to monitor the contract on behalf of all three boroughs in accordance with an existing Inter Authority Agreement

Under Provider Selection Regime (PSR) procurement regulations that were implemented in 2024, authorities have the option to directly award healthcare contracts if the new contract is not deemed materially different and the incumbent provider is assessed as having delivered the contract to a satisfactory standard. Following detailed assessment of incumbent provider performance against the PSR Direct Award C Criteria, commissioners from the three participating boroughs have concluded that this is an acceptable and desirable route of award.

RECOMMENDATIONS

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

1. Approve the Direct Award under PSR Process C of the Integrated Sexual and Reproductive Health Service to BHRUT for the period 1st October 2026 to 30th September 2033 at an estimated total cost of £9.1m. as set out in this report.

2. Delegate authority to the Director of Public Health, in consultation with the Cabinet Member for Adults and Health Wellbeing to:

    a) award the contract upon completion of the Direct Award Process C
    b) Agree any variations to baselines, tariffs, and work packages over the lifetime of the contract

REPORT DETAIL

Background:
Havering Council is seeking to re-procure the ISHS to ensure that its statutory duties for providing these services for residents are met, while also reducing health inequalities and improving sexual and reproductive health outcomes. Under the Health and Social Care Act 2012, local authorities are required to ensure the provision of open access services for contraception and for the testing and treatment of sexually transmitted infections for residents. This statutory responsibility encompasses core principles: services must be free of charge, confidential, readily accessible.

“Open access” signifies that these services are available to any individual, regardless of personal circumstances, residential address, or GP registration, and without the need for referral. This requirement means that residents from Havering can access sexual health services in any part of London or England, and conversely, residents from other authorities can access services from Havering. Havering Council remains responsible for meeting the cost of SRH services provided for their residents, wherever this treatment occurs. Out-of-borough expenditure is variable, being paid on a fee-per-service basis – this activity is outside the scope of this paper and associated procurement exercise.

Sexual health challenges are unevenly distributed, with higher risks associated with deprivation, younger age groups, women, men who have sex with men (MSM), and people from black and minority ethnic backgrounds. In the UK, HIV disproportionately affects MSM and Black Africans while certain populations face heightened risks of poor sexual health and may encounter stigma and discrimination, potentially affecting their access to necessary services.

Historically, the ISHS has been commissioned as a three-borough service: Barking and Dagenham, Havering and Redbridge with evidence showing that joint commissioning offers greater opportunity for efficiencies, including shared clinical leadership. A single-borough model is financially uncertain and less likely to attract provider interest. Across North Est London, all boroughs expect for the City of London and Hackney contribute via an Inter-Authority Agreement with Newham council, which leads the commissioning of sexual and reproductive health services through a shared service agreement, however inner NEL boroughs maintain separate contract for their commissioned SRH services.

Local Context
To ensure the service meets future population health needs, it is important to consider current demographics patterns, inequalities and epidemiological trends in Havering. According to the ONS Mid-Year population estimate 2024, the Havering resident population is estimated as 276,274. The number of people that live in Havering has increased over the

last 3 years from 262,052 in 2021 to 276,274 (a 5.4% increase). Recent population growth has largely been driven by internal and international migration into the borough, particularly amongst children and young people under the age of 15, and adults aged 20-49 years[1]. This is pertinent for sexual and reproductive health services, with adults of reproductive age (15-49 years) representing the most frequent users of these services. Looking forward over the next decade, although the size of the under 15 population is expected to decline, growth of the working-age adult population is set to continue[2], potentially adding further to demand for sexual and reproductive health services.

The borough is also experiencing increasing ethnic diversity due to internal migration from inner London. While areas such as Emerson Park and Upminster remain relatively affluent, significant pockets of deprivation persist in Harold Hill and Rainham. These demographic shifts are driving increased demand for accessible, inclusive, and response public health services. The gender split in Havering is relatively balanced, with a slight female majority. According to the 2021 Census, 88.5% of residents identified as Heterosexual, with 1.1% identifying as gay/lesbian, 0.9% as bisexual and 0.3% as other. Around 9.2% chose not to disclose their sexual orientation.

Sexual and reproductive health outcomes are public health priority in Havering. Although STI diagnosis rates remain below London and national averages, the burden of STIs and their associated harms are not evenly distributed, with young people aged 15–24, residents living in more deprived areas of the borough, and men who have sex with men being disproportionately affected. Although rates of under 18 conceptions in Havering have declined in line with the trend seen across England and London, progress in reducing rates has slowed. A significant proportion of under 18 conceptions lead to abortion (11.2 per 1000 in 2022) and there is a high rate of repeat abortions in under 25s (33.7% in 2021). This highlights the need for improved prevention, early intervention and effective sex and reproductive health education.

Access to effective contraception, particularly Long-Acting Reversible Contraception (LARC), is a key factor in determining sexual and reproductive health outcomes. In 2024, Havering's prescribed LARC rate (excluding injections) was 28.7 per 1,000 population, which is lower than the England average of 40 per 1,000. This reinforces the need to strengthen contraceptive provision and improve access to effective methods, particularly for young people.

HIV continues to be an important area of focus. In 2024, Havering's HIV diagnosis rate was 9 per 100,000 population (25 residents) which is lower than the London rate (16.3 / 100,000), however, between 2022 and 2024, 35% of residents diagnosed with HIV were diagnosed late. Although this is similar to London (39%) and England (43%), late diagnosis is associated with significantly poorer health outcomes and avoidable onward transmission, which reinforces the need for strengthened prevention measures and proactive testing.

Procurement: Methodology

On 28 July 2025, Directors of Public Health, along with legal, procurement, and commissioning representatives from the councils of Barking & Dagenham, Havering, and Redbridge, convened to discuss potential Provider Selection Regime (PSR) procurement

[1] https://democracy.havering.gov.uk/documents/s72056/JSNA Demography Chapter 2023 v0.3A.pdfHavering-JSNA-Demographic-Profile-2026.pdf
[2] Havering-JSNA-Demographic-Profile-2026.pdf

routes for awarding a new Integrated Sexual Health Service contract. As the service is governed by the PSR, under these procurement regulations, only Direct Award C and competitive tender were identified as viable procurement options suitable for this service at present. During the meeting, commissioners were tasked with developing a more comprehensive framework to assess the performance of the incumbent provider, BHRUT. This framework intended to provide internal assurance regarding the appropriateness and applicability of pursuing Direct Award C for this contract.

For Direct Award C to be considered an acceptable procurement route, commissioners are required to demonstrate that the following conditions in relation to the contract are met:

- There is no significant change to the value of the contract – when the existing contract was originally let in 2018, the anticipated lifetime value of the contract over eight years was £12M[3]. Even when calculated pro-rata to account for the proposed seven-year term for the new contract (£9.1M), there is no risk of the new contract being considered to have significantly changed (under PSR Direct Award C, a significant change is defined as the new contract being at least a 25% higher in value compared to the current contract at the point it was let AND the new contract value being increased by at least £0.5M).
- There is no significant change to the scope of the service provision – PSR Direct Award C guidance states that a significant change would involve "arrangements (that are) materially different in character to the existing contract"[4]. The overarching scope of the service being procured (sexual and reproductive health services) and the nature of the underlying modules of care are considered consistent between the current and new contract, so it is not considered that the new service being procured would be deemed materially different.
- Performance of the incumbent provider is assessed as satisfactory, and commissioners are content that the incumbent can continue to deliver the new contract to a satisfactory standard.

Assessing incumbent provider performance

In determining whether an incumbent provider is delivering a contract to a satisfactory standard, PSR guidance requires commissioners to demonstrate consideration of the five key criteria: Quality and innovation, value, integration, collaboration and service sustainability, improving access, reducing health inequalities and facilitating choice, social value. While commissioners must show they have reviewed performance against each of these areas, the PSR framework provides broad discretion in how this assessment is carried out and how evidence is applied to determine whether the incumbent provider meets the required standard.

To evaluate the incumbent provider's performance, commissioners agreed a set of sub-criteria under each PSR key criteria. These sub-criteria were designed to reflect markers of high-quality sexual and reproductive health service delivery across outer North East London. The assessment considered:

- Performance against service KPIs
- Continuous service improvement and service development
- Financial sustainability and effective demand management
- Engagement with residents, partners and wider stakeholders
- Actions to improve equity of access and outcomes
- Contribution to wider social value

[3] Havering Council Cabinet Report - Sexual Health Contract Award July FINAL VERSION 3.0.pdf
[4] NHS England » The Provider Selection Regime: statutory guidance

Together, these factors provided a structured basis for determining whether the incumbent provider was meeting the required standards.

A comprehensive assessment of the incumbent provider was undertaken using detailed evidence report compiled by Newham Shared Service. This report brough together service activity and performance data, external reviews, qualitative insights, service-user feedback, and written submissions from the provider, structured around the PSR key criteria and agreed sub-criteria.

Three reviewers independently scored the provider against each of the five PSR criteria using a 10-point scale, where a score above 5 constituted a pass for the purposes of direct Award C. Assessment operated on a pass/fail basis, requiring the provide to achieve a passing score in relation to both current contract performance and expected performance under the new contract.

The moderation process, overseen by a procurement representative from Barking and Dagenham Council confirmed the final scores. The moderated outcome showed that the incumbent met or exceeded the minimum standard across all five criteria for the current and future delivery. This process gave commissioners strong assurance that the provider is capable of delivering the new contract to the required standard. On this basis, commissioners agreed to recommend proceeding with PSR Direct Awad Route C.

Performance Review: BHRUT and the current Service
Havering data has consistently demonstrated stable and moderate demand for specialist sexual health services, in contrast to the more fluctuating activity levels observed in LBBD and LBR. This stability suggests a well-established local service model and relatively steady population engagement. Despite moderate overall demand, Havering exhibited higher monthly peaks at certain times of the year, suggesting targeted campaigns or seasonal variations influencing health-seeking behaviour.

As with neighbouring boroughs, service activity in Havering follows a seasonal pattern, with a noticeable dip in December and peak in March. In recent years, there has been a slight upward trend towards the end of each financial year, potentially reflecting the completion of annual public health targets or enhanced outreach initiatives during that period. The pandemic had significant short-term impact on service usage, with a marked decline in 2020/21. Recovery has been steady but uneven, reaching near pre-pandemic activity levels by 2023/24.

BHRUT is well positioned to continue delivering high-quality care, underpinned by strong governance, consistently high patient satisfaction and compliance with national standards, and a demonstrated commitment to learning from incidents, complains and equity monitoring. The Trust's strong record of adopting innovations such as ED opt-out HIV testing, vaccine pilots, and expanded digital services shows clear capacity for further development. Continuous improvements following Mystery Shopping exercises indicate on ongoing responsiveness to user feedback. The Trust also maintains active awareness of emerging sexual and reproductive health needs in the local population and has established plans and processes to support service quality, adaptation, and innovation in the years ahead.

Financial Commitment:
The contract value for Havering is estimated to be approx. £9.1m over the seven-year contract term. All funding for the service will be drawn from the ring-fenced Public Health Grant. Any uplifts to the value of the contract during its lifetime will be subject to availability

of equivalent uplifts to the Public Health Grant. The provider continues to demonstrate strong value for money, delivering robust KPI performance under the Modified Block Payment Model and achieving over 70% delivery within the first six months. Robust contract monitoring processes for the new contract will ensure that the provider continues to deliver high quality services that maximise positive outcomes for Havering residents while representing good value.

Available data for 2025/26 indicates that BHRUT retains a significant market share of residents accessing integrated sexual and reproductive health services, with 77% of SRH service activity occurring at one of the BHRUT service clinical sites (not including activity that passes through the London e-service). This strong market share helps to control authority expenditure associated with Havering residents accessing services in other areas, which is charged back to the Public Health Grant of the authority of residence.

Operational efficiencies such as strategic clinic relocations, enhanced triage processes, and a successful channel shift to e-services are strengthening financial sustainability by optimising capacity and reducing avoidable costs. These efficiencies are complemented by evidence-based workforce planning and responsive demand-management processes, ensuring that resources are redeployed in a way that maximises productively and delivers a strong financial return in line with investment.

Conclusion
The decision to proceed with a Direct Award under PSR Process C for the new Specialist Integrated Sexual and Reproductive Health Service is both necessary and strategically justified. To maintain compliance with statutory duties under the Health and Social Care Act 2012, the council must ensure uninterrupted access to thigh-quality, open -access sexual and reproductive health provision. BHRUT, as the incumbent provider, has demonstrated strong performance, financial stewardship and service innovation, offering a proven platform capable of meeting the complex evolving needs of the local population. Retaining the three-borough commissioning model further secures economies of scale, market stability a consistent service delivery across Barking and Dagenham, Havering and Redbridge.

Delegating authority for the final contract award enables completion of negotiations with the provider and with partnering authorities to confirm the detailed contractual terms and the Council's precise financial obligations. Approving the Direct Award provides the council with a clear and proportionate route to safeguarding a resilient, cost-effective and outcome-driven specialist service that mitigates health inequalities, protects public health, and delivers demonstrable best value for the wider local system.

REASONS AND OPTIONS

Reasons for the decision:

The reasons are set out in the main report.

Other options considered:

Option 1: Do Nothing:

The option to do nothing and let the contract lapse at its end date is not viable as the Council is mandated to provided open-access, accessible and confidential contraceptive and sexually transmitted infections (STIs) testing and treatment services for residents. Not commissioning a local service would result in activity being displaced to other services across London and other authorities – the Council would remain financially liable for this provision, but with significantly limited ability to influence the quality or cost of this provision.

Equally, not providing a local service would make accessing SRH services more challenging for residents, and may result in some not being able to access necessary care, ultimately culminating in worsening health and wellbeing outcomes. It is important that appropriate contractual arrangement is put in place locally to cover such services, to ensure compliance with national clinical guidance, minimise risk and ensure value for money.

Option 2: Procure as Single Borough Service:
This option has been considered and rejected at this time on the basis that it would not offer the same opportunities to secure associated economies of scale, thereby maximising value for money that a three-borough tender across BHR would offer. There would also be a risk that the market would focus on the larger procurement and that there would be little interest in a Havering only procurement. As most BHR residents currently access services form the same provider, there would be the added risk of a Havering only procurement de-stabilising BHR provision if it were not part of the same procurement.

Option 3: Procure a London-wide Specialist Integrated Sexual and Reproductive Health Service
The option to procure the new Specialist Integrated Sexual and Reproductive Service using a London-wide transformational approach has been considered and rejected as this time. Current legislation places statutory duties on individual Local Authorities, requiring services to shaped around local population needs, safeguarding requirements, ad governance arrangements that vary across boroughs. Evidence from London Sexual Health Programme demonstrates persistent challenges in achieving cross-borough alignment, including differing clinical pathways and inconsistent provider capacity across the region.

These issues are compounded by variation in demographics profiles, demand pressures, and health inequalities. Additionally, the fragmented funding landscape, characterised by uneven public health grant allocations and historic cuts to SRH budgets, limits the ability for boroughs to pool financial resources at the scale required for a London-wide integration.

Option 4: Procure a New NEL wide Specialist Integrated Sexual and Reproductive Health Service
This option has been considered and ultimately rejected. Pursuing this approach is not plausible at this stage, primarily due to the differing current end dates for Outer North East London (ONEL) and Inner North East London (INEL) Sexual and Reproductive Health (SRH) contracts, with INEL having already proceeded with the decision to award their contract to their incumbent via PSR Direct Award C. In addition, the procurement of a new NEL Specialist Integrated Sexual and Reproductive Health service would require both legal and procurement capacity within the NEL Shared Commissioning Service.

At present, this internal capacity and financial resource is not available, and as a result, it would be necessary to outsource support from the private sector to manage the increased workload associated with a competitive procurement process. The new ONEL contract has been deliberately proposed as a seven-year agreement, aligning it's end date with that for the INEL contract. By synchronising the end dates of these contracts, commissioners and the Shared Services Team are afforded ample time for thorough preparation, planning, and

transition activities, should a NEL-wide approach be deemed advantageous in future. This extended period supports effective service delivery and future strategic decision-making, allowing for a coordinated approach across relevant regions.

IMPLICATIONS AND RISKS

Legal implications and risks:

The Council's statutory duty to provide this service under the Health and Social Care Act 2012 is already set out within the body of this report. Officers seek to procure these services in compliance with such duties.

Furthermore, the Council has the power to procure these services under Section 111 of the Local Government Act 1972, which allows the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

Procurement have confirmed that the proposed Integrated Sexual and Reproductive Health Service is classed as a health care service under Schedule 1 of the Health Care Services (Provider Selection Regime) Regulations 2023 (PSR23).

Officers intend to follow Direct Award Process C in accordance with Regulation 9 of PSR23. Direct Award Processes A and B are not required as the relevant health care services:

(a) are capable of being provided by providers other than the existing provider; and
(b) are not services in respect of which a patient is offered a choice of provider.

As set out in the body of this report, the term of the existing contract is due to expire, and the Council intends to award a new contract to replace that existing contract at the end of its term. Officers are of the view that the existing provider is satisfying the existing contract and will likely satisfy the proposed contract to a sufficient standard.

Furthermore, the new contract will not include any material differences in character from the existing contract, and the lifetime value of the proposed contract will not exceed the thresholds set out in Regulation 6(10) of the PSR23. The considerable change threshold under PSR23 has therefore not been met and the Direct Award Process C is a compliant route to market.

Financial implications and risks:

This report is seeking approval from Cabinet for a direct award of the Council's Integrated Sexual and Reproductive Health Service contract to BHRUT from 1st October 2026 to 30th September 2033 at an estimated total cost of £9.1m and for delegated authority to be given to the Director of Public Health to agree any variations over the life of the contract.

The contract provides the Council's sexual and reproductive health services for residents in line with statutory requirements. The contract is commissioned on behalf of Havering, Barking and Dagenham and Redbridge councils so that economies of scale can be benefited from whilst ensuring the service that is designed meets the needs of the geographical area. The overall value of the new contract across the three boroughs is £30m. The cost is split

between the authorities based on usage; Havering's anticipated cost of £9.1m is based on an estimate that Havering will consume 30% of the service provided.

The currently contract costs £1,325,742.18 per year. The new contract is delivering the same scope as the existing contract.

The contract is split between block payment of 91.9% and performance related payment of 8.1%. This is designed to ensure a balance between provider sustainability and performance incentivisation. Therefore, the contract cost could range between a minimum amount of £8.399m and a maximum amount of £9.139m over the life of the contract.

The contract will be subject to annual inflationary uplift at a rate of 2% per year.

The estimated costs over the lift of the contract are given below:

Year	Block	Performance	Total
1	£ 1,129,749.28	£ 99,575.29	£ 1,229,324.57
2	£ 1,152,344.27	£ 101,566.80	£ 1,253,911.06
3	£ 1,175,391.15	£ 103,598.13	£ 1,278,989.28
4	£ 1,198,898.98	£ 105,670.09	£ 1,304,569.07
5	£ 1,222,876.95	£ 107,783.50	£ 1,330,660.45
6	£ 1,247,334.49	£ 109,939.17	£ 1,357,273.66
7	£ 1,272,281.18	£ 112,137.95	£ 1,384,419.13
Total	£ 8,398,876.31	£ 740,270.93	£ 9,139,147.23

The contract term is seven years with a break clause. This has been designed to co-terminus with neighbouring boroughs' contracts to enable the possibility of exploring the opportunity for further economies of scale as part of subsequent contracts.

The Council is opting to direct award this contract owing to the lack of providers in the market in the borough. This has been deemed permittable under 2024 Provider Selection Regime (PSR) procurement regulations because the contract has not changed in scope or value and because the incumbent provider has been assessed as having delivered the contract to satisfactory standards.

The predominantly block payment nature of the contract protects the Council from cost increases stemming from population growth. The population of Havering grew by 5.4% between 2021 and 2024, particularly within the 20-49 year old age group. The growth of this age group is expected to continue to increase over the next ten years, potentially adding to the call on sexual and reproductive health services.

As well as being a statutory requirement, delivering sexual and reproductive health services avoids higher costs being incurred downstream within the health service.

The proportion of activity attributed to each borough will be reviewed annually using verified activity data from the preceding financial year. Where a variance of ±2% or more is identified between the previous year's activity levels and the current borough allocation, commissioners will agree updated percentage allocations for each borough. Any adjustment to borough-level allocations will not affect the total contract value. Changes will relate solely to the distribution of payments across individual boroughs. In this way, each

borough will pay the appropriate amount for its usage of services provided. Any variations to the cost of the contract will be taken through the relevant governance process predicated by the value of the variation.

The contract costs will be funded by the Public Health Grant, the conditions of which are met by the activities carried out as part of this contract. Any variations to the contract will also need to be containable within the Council's overall Public Health Grant funding.

Human Resources implications and risks:

The report does not give rise to any identifiable Human Resources implications or risks.

Equalities implications and risks:

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

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

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

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants. The action undertaken will include monitoring how the service meets the needs of all eligible users, including those from ethnic minority communities and the disabled. The Council will also ensure that potential providers have undertaken equality training and adhere to the Council's Fair to All Policy or their own equivalent.
The funding model proposed includes specific activities to address known inequalities in sexual health service access and outcomes. This includes increasing equitable uptake of long-acting reversible contraception amongst different ethnic groups and amongst young people, and improving service access amongst populations that may be particularly vulnerable to poor sexual health outcomes or challenges to service access (for example, sex workers, homeless populations

An EqHIA has been completed and identified positive or neutral impact across protected characteristics. The provider is required to produce an annual equity audit, which enables commissioners and providers to review access and outcomes by different strands of equality. This will be used to inform elements of targeted outreach and engagement that form part of the funding model described.

Health and Wellbeing implications and Risks

Under the Health and Social Care Act 2012, local authorities are required to ensure the provision of open access services for contraception and for the testing and treatment of sexually transmitted infections for residents.

Approval to proceed with the procurement of the Integrated Sexual and Reproductive Health service as proposed will ensure continuity of service for Havering residents, maintaining their access to good quality, locally accessible provision, which is integral to efforts to improve sexual and reproductive health outcomes for the local population. Failing to reprocure a local Integrated Sexual Health and Reproductive Health service may result in some residents delaying or simply not seeking care for their sexual health needs, which may contribute to worsening population outcomes with respects to issues such as STI transmission, unplanned pregnancy, repeat terminations and HIV transmission.

Analysis from the LGA identifies sexual health services as continuing to be one of public health's 'Best Buys' in terms of return on investment, given both the direct sexual health benefits and wider associated general health and mental wellbeing that these services deliver.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The report does not give rise to any identifiable environmental and climate change implications or risks.

BACKGROUND PAPERS

None

Havering
LONDON BOROUGH

Exempt Appendices B, C and D to this Report are not available for public inspection as they contain or relate to exempt information within the meaning of Paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972.

CABINET

Subject Heading:	***Build to Rent – At the Local Housing Allowance***
Cabinet Member:	Councillor Natasha Summers – Lead Portfolio Holder for Living Well Housing Demand
ELT Lead:	Patrick Odling-Smee - Director of Living Well
Report Author and contact details:	Darren Alexander, Assistant Director Housing Demand darren.alexander@havering.gov.uk 01708 43 3751
Policy context:	This report sets out the proposal to enter into a 40-year nomination agreement with Inspired Solutions to deliver up to 600 build to rent properties across Havering in order to secure our long-term future for local people. Inspired Solutions will identify and purchase existing available land in the borough with planning permission and deliver a range of affordable homes at the current local housing allowance (LHA 2024) for the 40-year nomination agreement. The proposal would have General Fund implications.
Financial summary:	This initiative has the potential to deliver up to 600 family-sized homes, with an initial first tranche of up to 71 units.

Phasing delivery in this way enables the Council to manage costs, build operational capacity, and discharge its housing duties through secure private rented accommodation. To further mitigate the risk of voids, the Council will prioritise nominations from the Housing Register, which currently includes over 3,000 households. Where households are suitably housed or demand is exceeded, the properties may also be used to support alternative priorities, including the provision of key worker accommodation or Local Housing Allowance-level private rented homes for Havering residents.

We anticipate that the first 71 units (up to 100 units) will produce a revenue cost avoidance of circa £56m total across the 40 year period, making a total of £0.690m benefit to Havering in year 1. If the Council were to deliver all 600 units, the maximum potential cost avoidance would be £580m over 40 years, although modelling indicates that only the first 71 units (up to 100 units) would directly offset Temporary Accommodation costs unless other planned housing projects fail to materialise. For the full £580m to be recognised other schemes within the pipeline to address TA would have to not materialise. However, even if the other schemes do not materialise it is likely that the supply from Inspired Solutions will outstrip the TA demand and therefore to be prudent the paper focuses on the cost avoidance from (and only seeks authority to enter into a property specific nomination agreement in respect of) the first 71 units.

Is this a Key Decision?

Yes

When should this matter be reviewed?

Reviewing OSC:

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

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

SUMMARY

1. The Council will look to enter into a 40-year nominations agreement with Inspired Solutions for the delivery of up to 600 family sized dwellings in Havering over the next 7 years, to meet its Part7, Housing Act 1996 duties to secures accommodation for homeless families.

2. The total anticipated cost of voids, bad debt, repairs and maintenance over 40 years for Inspired Solutions is £173m, with ancillary costs to the Council covering staffing, furniture provision, and other mitigating costs being £21.6m.

3. The scheme will enable the local authority to secure long term Private Rented Accommodation (PRS) within its locality and exit hotel and nightly charged accommodation altogether with a mixed portfolio of move-on housing options. This exit will secure Havering's long-term future and bring stability to the housing budget over the longer term.

4. The rent charged for the 600 units will not exceed the Local Housing Allowance Rates 2024 and indexation will be limited to and track the rates set by Department of Working & Pensions (DWP). If the Council were to deliver all 600 units, the maximum potential cost avoidance would be £580m over 40 years, although modelling indicates that only the first 71 units would directly offset Temporary Accommodation costs unless other planned housing projects fail to materialise. The forecast for inflation has been factored into the modelling.

RECOMMENDATIONS

5. Cabinet is asked to resolve:

5.1. To approve in principle the proposal to enter into an overarching nominations agreement with Inspired Solutions under which property-specific nominations agreements for the delivery of up to 600 build to rent properties across Havering can be agreed and further under which the Council will have the benefit of a 40 year 100% nominations agreement with Inspired Solutions upon practical completion of developments that meet the Council's assessed housing needs, regulatory requirements and relevant standards (the **Overarching Nomination Agreement**).

5.2. To approve in principle the proposal to enter into the first property-specific nominations agreement in respect of up to 100 units under which the Council will provide rent guarantees up to current (2024) LHA for the forty year term and from the date of practical completion of those units in exchange for the unfettered right to nominate tenants from the Council's housing lists (the Property Nomination Agreement).

5.3. To delegate authority to the Director of Living Well to negotiate and complete the Overarching Nomination Agreement with Inspired Solutions subject to:

5.3.1. the Overarching Nomination Agreement containing satisfactory safeguards that ensure that the Council will only be required to enter into a Property Nomination Agreement in respect of properties:

5.3.2. that will make a material contribution to meeting the Council's assessed housing needs;

5.3.3. that benefit from all necessary consents, approvals and permissions; and

5.3.4. That comply with standards published by the Regulator of Social Housing from time to time;

5.3.5. an assessment of any potential subsidies under the Subsidy Control Act 2022 through which assessment it is determined either that no subsidy will be provided to IS or that a subsidy can lawfully and transparently be provided to IS in accordance with the Act; and

5.3.6. consultation with the Strategic Director of Resources and the Monitoring Officer.

5.4. To delegate authority to the Director of Living Well to negotiate and complete the first Property Nomination Agreement for up to 100 units with Inspired Solutions subject to:

5.4.1. the Council's total estimated liabilities under the Property Nomination Agreement being no greater than the offset TA costings set out in this paper;

5.4.2. the Director of Living Well in consultation with the Strategic Director of Resources being satisfied that there is provision within the Council's existing budget for any costs that the Council is likely to incur in entering into the Property Nomination Agreement and that the decision is accordingly wholly in accordance with the Council's Budget and Policy Framework;

5.4.3. the Property Nomination Agreement containing safeguards that adequately mitigate the financial risk(s) to the Council (set out in section 30 of this report);

5.4.4. the Director being satisfied that the properties are wholly in accordance with the Council's assessed housing needs;

5.4.5. the property units satisfying the standards prescribed by the Regulator of Social Housing;

5.4.6. the Property Nomination Agreement including positive covenants on Inspired Solutions to maintain the properties in accordance with those standards for the duration of the term;

5.4.7. an assessment of any potential subsidies under the Subsidy Control Act 2022 through which assessment it is determined either that no subsidy will be provided to IS or that a subsidy can lawfully and transparently be provided to IS in accordance with the Act; and consultation with the Strategic Director of Resources and the Monitoring Officer.

REPORT DETAIL

Main causes of homelessness and why the demand for hotels

6. Over the last two years Havering Council's use of hotel and nightly charged accommodation has created enormous pressure on the Council's housing budget. We have seen a £6.1m (23/24) and £3.2m (24/25) overspend occur in those year-end positions respectively. Growth of £3.9m was applied in 2025/26. The forecasted outturn for 2025/26 is £1.1m overspend.

7. The collapse of the private rented sector in London has been a significant contributing factor to the lack of supply following hikes in inflation and interest rates. Landlords have exited the market in efforts to sell their properties no longer able to sustain the increasing mortgage costs and this has left the market inaccessible for Londoners.

8. Local authorities in London can no longer rely on a fraught private rented sector and Havering Council must secure its own supply of affordable private rented accommodation to avert the risk a continued unsustainable nightly charged market.

9. The nightly charged market has become a detrimental form of accommodation provision, driven by private landlords moving away from traditional assured shorthold tenancies towards poorer quality homes let at rents exceeding market levels. This has distorted the housing market and is contributing to the displacement of even dual income households from London.

10. Havering Council is accommodating 1,030 households in temporary accommodation, with 750 households residing in private sector leased properties or ex council accommodation earmarked for demolition, which is not a long-term solution. Demand and supply modelling indicates that, by 2029/30, all but 40 of the

400 private sector leased properties are expected to be returned. This creates a significant barrier to housing people in need of Temporary Accommodation, without a means to place households into permanent accommodation there is accommodation blocking happening in our emergency TA stock resulting in increased use of nightly accommodation.

11. Demand and supply modelling shows that the number of households requiring accommodation through the homelessness service is projected to increase significantly over the medium term, rising from approximately 358 households in 2026/27 to around 850 households by 2029/30. While a proportion of these households will resolve their housing need through prevention activity and access to the private rented sector, a substantial and growing number will continue to require emergency accommodation each year.

12. The provision of fewer homes would reduce the Council's ability to absorb this increasing demand and would delay the point at which reliance on nightly charged and hotel accommodation begins to fall. In contrast, securing up to 600 long-term private rented homes creates sufficient scale to stabilise the system, reduce length of stay in emergency accommodation, and prevent the cumulative year on year growth of hotel use as demand peaks later in the decade. -charged and hotel accommodation begins to fall. In contrast, securing up to 600 long-term private rented homes creates sufficient scale to stabilise the system, reduce length of stay in emergency accommodation, and prevent the cumulative year-on-year growth of hotel use as demand peaks later in the decade.

13. Modelling indicates that, over time, the scale of delivery could exceed demand for Temporary Accommodation. In these circumstances, any additional homes would be used to address need on the Housing Register, which currently includes over 3,000 households. While this would not generate direct cost-avoidance savings, it would enable families and individuals to move into more suitable, stable accommodation, delivering wider social, health and wellbeing benefits for residents.

14. To further mitigate the risk of voids, the Council will retain flexibility over use of the homes, including prioritising Housing Register nominations and, where appropriate, supporting alternative uses such as key worker accommodation or Local Housing Allowance-level private rented homes for Havering residents.

15. Therefore, it is suggested that our current trajectory for securing nightly charged and hotel accommodation is unsustainable and requires immediate action to increase supply in order to mitigate the existential risk to our long-term budget position. There is substantial evidence across London that demonstrates the risks to families remaining in hotels and nightly charged accommodation long term and Havering are entering that profile of risk.

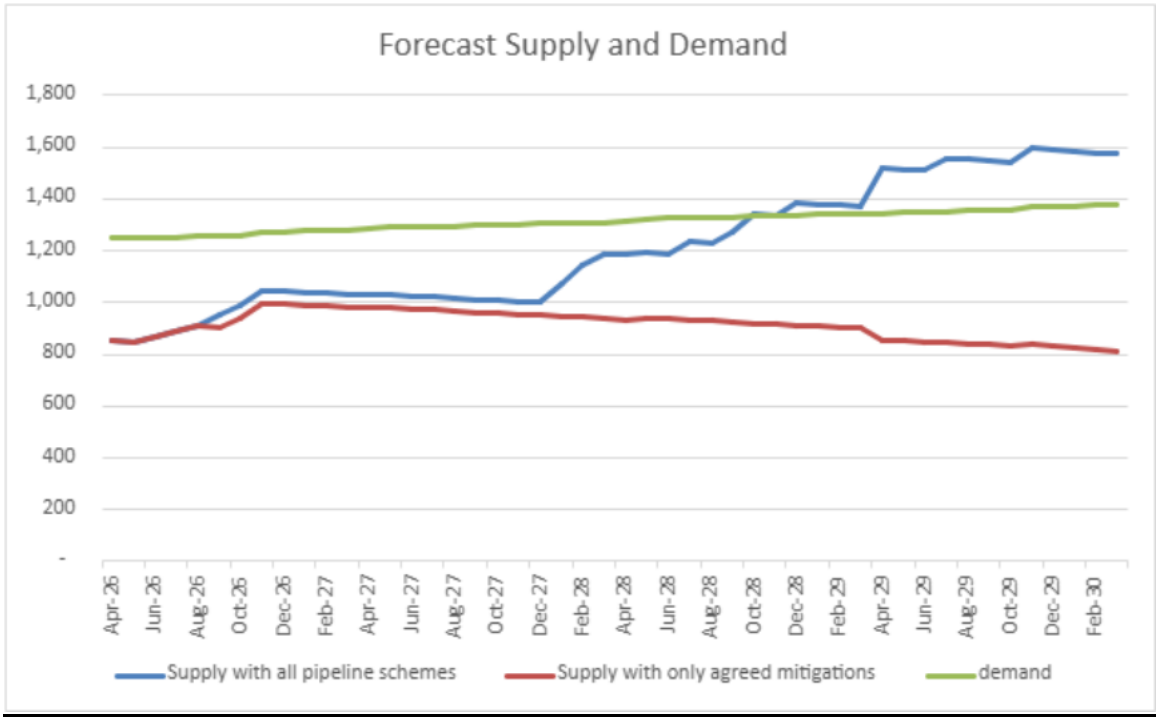
16. In the last 3 years, 40% of those households moved out of hotels of their own accord or into the private rented sector. This year approximately 24 new households each month end have been placed in hotels or nightly rate accommodation while waiting for an opportunity to move on. Havering do not have

the supply to meet this need and are at risk continuing to spend a gross cost of circa £851k each month. Only approximately one-third of this cost can be met by housing benefit at the local housing allowance 2011 less 10%.

17. Table 1: Year on year growth in nightly rate and hotel accommodation

18. Graph 1 illustrates the risk to the council of not taking action. The green line shows the projected demand for Temporary Accommodation over the period which is anticipated to continue to grow. The red line represents the supply of properties if only the currently agreed mitigations are delivered; under this scenario, supply declines in later years as Private Sector Leased properties are handed back and other schemes come to an end, alongside the potential decanting of TAGEN properties. The blue line shows the position if all pipeline schemes were to materialise. In this scenario, supply is expected to exceed demand, creating a point at which properties could be repurposed for other Council housing needs. All figures shown are based on forecast data and therefore subject to change.

19.



20. Inspired Solutions

21. Under the terms of the Overarching Agreement, Inspired Solutions will look to secure available land that has existing planning permission in Havering where they can develop 70 to 150 unit blocks for private rent.

22. They will deliver in tranches of 70 to 150 units of accommodation designed to meet the needs of homeless families in hotels and nightly charged accommodation.

23. Inspired Solutions will fund the development and delivery of the residential blocks at no capital cost to Havering. Although Havering will have the ability to agree the number of homes, the type and mix of homes, the specification and design of those homes before entering into a Property Nomination Agreement. So long as Havering's requirements are met, Havering will then enter into a Property Nomination Agreement for 100% nomination rights in the properties, and under which Havering guarantee Inspired Solutions' rental income in respect of those units at current Local Housing Allowance (LHA) rates (uprated in accordance with the LHA rates published by the DWP) by guaranteeing (among other things) rent for void periods, covering tenants' rent arrears and topping up rents to LHA rates where tenants are unable to meet rents at this level.

24. Inspired Solutions will appoint a Management Company to manage the properties and to collect rent and service charges from tenants. The Management Company will be responsible for maintaining the properties in a lettable condition and in accordance with standards prescribed by the Regulator of Social Housing at all times. The Council will not be responsible for rent during periods when properties are void because they have not been maintained appropriately by the Management Company or where there has been third party or accidental damage that renders a unit temporarily unlettable.

25. Inspired Solutions will grant fixed term assured shorthold tenancies with a minimum term of 12 months (or periodic assured tenancies following commencement of the Renters' Rights Act 2025) thereby enabling Havering to end its main housing duty under s.193(2) of the Housing Act 1996 through the making of private rented sector offers (PRSOs).

26. We anticipate that the first tranche of properties will be delivered in late 2028 early 2029 with further tranches in subsequent years.

27. Costs to Havering to deliver 600 properties at the local housing allowance 2024 – see appendices

28. Havering will need to take appropriate steps to mitigate the risk of claims by Inspired Solutions under the rent guarantees that Havering will provide in exchange for 100% nomination rights over the properties. These steps will include:

    28.1. In respect of rent guarantees for void periods:
    28.1.1. Ensuring that Havering has robust procedures in place to effect nominations promptly upon receiving notice from Inspired Solutions that a unit is void and available for nomination.

28.1.2. Ensuring that the Overarching Nomination Agreement and any Property Nomination Agreement afford Havering the opportunity to nominate tenants from the largest possible pool(s) of candidates including, those to whom Havering owes a homelessness duty, those on Havering's Part 6 waiting list who might wish to volunteer to take a private tenancy of one of the available units, key workers in need of affordable accommodation close to their place of work, and anyone else Havering determines to be in housing need in its Borough.

28.1.3. Ensuring that the Property Nomination Agreement clearly and unequivocally allocates liability for voids that are properly the fault of or attributable to any act or omission by Inspired Solutions, its management company or any other person or company acting on its behalf to Inspired Solutions.

28.1.4. Ensuring that Inspired Solutions obtains insurance in respect of any reasonably foreseeable and insurable events that might render a property unlettable in the short or medium term, including accidental or other damage caused by tenants nominated by the Council or persons associated with them. The Council may fund such insurance where it considers it financially prudent to mitigate the risk that the Council's risk guarantees may be triggered.

28.2. In respect of rent arrears:

28.2.1. Havering will require Inspired Solutions, through the Property Nomination Agreement, to implement timely and effective rent collection procedures and techniques.

28.2.2. Havering will require Inspired Solutions, through the Property Nomination Agreement, to work with the DWP to enable Inspired Solutions (or its management company) to effectively collect rent and services charges, including through the direct payment of social security benefits to Inspired Solutions or its management company by the DWP.

28.2.3. Havering will require Inspired Solutions (or its management company) to take reasonable steps to enforce rent arrears and to provide evidence of the steps taken to Havering before claiming under the rent guarantee provisions in the Property Nomination Agreement.

28.3. In respect of rent top-ups:

28.3.1. Havering will provide such advice and support as it can to enable tenants nominated by it to properties owned and managed by Inspired Solutions to claim such social security benefits as they are entitled to.

REASONS AND OPTIONS

Reasons for the decision:

29. To continue to secure accommodation for families at risk of homelessness:

30. Increase the number LHA affordable private rented homes for local people
31. To exit families out of nightly charged accommodation and hotels and sustain our position.

Other options considered:

32. Continue to use nightly charged accommodation.
33. Over the last 12 months the Council have placed high volumes of families into hotels and nightly charged accommodation and this has been a concern particularly for those affected with stays beyond the statutory 6-week limits. Nightly charged accommodation continues to remain the highest risk and the highest cost and should only be used in emergencies and as a last resort. This insecure accommodation does have an impact on the wellbeing of our families and children.

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

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

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

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

38. The Council to purchase properties through the HRA

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

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

41. We took the "**Private Housing Investment for Settled Homes Proposal for Mercury Land Holdings PHISH"** to Cabinet and it was agreed in 2022 to purchase 125 properties over a 5-year period. The structure of the proposal would mean that there was a capital outlay of circa £60 million from the Council's general fund and upon acquisition of a property we would offer 12-24 months Assured Shorthold Tenancy (AST) to homeless households and subsequently discharge our housing duty. However, significant delays in drawdown loan agreements and the fundamental change to the financial climate in that period i.e. spike in inflation and interest rates meant that this approach was no longer financially viable. This does not mean we cannot revisit this approach once the markets have settled down however, it cannot be treated in isolation as a panacea for the current homeless pressures. The 125 units and limited 5-year term will not meet the considerable risk of hotel use in the long-term and will only alleviate it in the short term.

42. Develop new supply of homes through the regeneration programme

43. This is being actively pursued however the viability of future schemes has to be carefully considered. The Council does not receive GLA Grant for the units that are replaced, only the additional units built. There is also the medium-term displacement of households during the development stage that creates additional demand for temporary accommodation. The Council is almost complete on the development a new Family Assessment Centre in Harold Hill and that will provide temporary accommodation for homeless households however based on our existing modelling this will not address move on for those households settled in nightly paid homes.

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

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

IMPLICATIONS AND RISKS

Financial implications and risks:

46. Temporary Accommodation continues to create significant and unsustainable budget pressures for the Council. This mirrors the national picture, where the number of households presenting as homeless has risen sharply due to the wider economic crisis, inflationary pressures and the ongoing cost of living challenges. These pressures affect not only those seeking assistance but also private landlords, who have been impacted by recent legislative changes and are

increasingly withdrawing from the market. As a result, demand for Temporary Accommodation is expected to remain high for the foreseeable future.

47. The Inspired Solutions scheme forms one part of a wider portfolio of actions designed to increase the supply of suitable accommodation. On its own it offers a clear cost avoidance opportunity, and as the wider portfolio is delivered, the Council will be able to reduce overall expenditure. The scheme is therefore assessed below on a standalone basis.

48. The Council is considering entering into a 40-year nominations agreement with a delivery partner who will fund and develop new properties using pension fund backed investment. The provider will finance, construct and own the units, receiving rental income directly from the Department for Work and Pensions through eligible tenants. The Council will secure nomination rights for the full term, with its financial exposure limited to void losses, repairs over and above general repairs and maintenance (including malicious damage), any bad debt arising from unrecoverable rent or service charge shortfalls, and potentially insurance contributions depending on the final structure of the agreement. In addition to these core liabilities, a small number of ancillary costs may arise, such as staffing capacity, legal costs and discretionary support including furniture packages. These have been recognised within the financial modelling, and the cost avoidance figure reflects the net saving after all such liabilities have been taken into account.

49. The scheme consists of an initial 71 units (although can be up to 100), with an option to increase delivery by up to 600 units. These homes will be used to move families out of hotel and nightly paid accommodation and will be managed by Inspired Solutions' wholly owned management company. At the end of the 40year lease, the Council has the option, but not the obligation, to purchase the properties at a substantial discount, estimated at around 5% of market value. This provides long-term flexibility: the Council can secure ownership at a low cost if financially advantageous, or simply allow the nominations agreement to expire without further commitment.

50. In 2025–26, the Council is forecasting expenditure of approximately £10m on hotel and nightly let accommodation. Replacing 71 units of this expensive provision with the more affordable Inspired Solutions units will generate significant cost avoidance. In the first year, the estimated cost avoidance is £690k, reflecting the immediate reduction in nightly paid accommodation usage as the initial units come online. Over the 40year term, the total estimated cost avoidance is £56.6m. This figure is based on the average nightly rate currently paid for Temporary Accommodation, less the Housing Benefit contribution that would ordinarily be received by the Council, and assumes that 25% of the units will be allocated to households on the housing waiting list rather than Temporary Accommodation. All liabilities associated with the nominations agreement, including any ancillary costs, have been fully reflected in the financial modelling, and the £56.6m represents the net saving after these have been taken into account. There is a risk that inflation may be higher than forecast in the modelling, which could reduce the scale of cost reductions achieved.

51. If the Council were to pursue the full 600unit option, the total cost avoidance could reach approximately £580m over 40-years, assuming all units were occupied by households in Temporary Accommodation. However, modelling indicates that beyond the initial 71 units, supply would exceed projected Temporary Accommodation demand, meaning additional units would instead meet wider housing needs and therefore would not generate further cost avoidance savings. This position depends on the successful delivery of other housing projects; if these do not materialise, additional cost avoidance benefits could arise. Across the full 40-year period, the total potential cost avoidance remains £580m. The modelling is based on current trend information and demand forecasts. While the assumptions are reasonable and grounded in the sustained increase in Temporary Accommodation numbers, there remains a risk that cost avoidance benefits may not fully materialise if demand reduces in future years. At present this risk is considered low, as Temporary Accommodation demand continues to rise both locally and nationally.

52. There is no financial outlay for the Council until practical completion of each development. All costs that the Council is responsible for under the nominations agreement voids, bad debt, and repairs over and above general repairs and maintenance will be met from existing Temporary Accommodation budgets. These costs replace the significantly higher nightly paid accommodation costs currently incurred. As the costs under this scheme are materially lower than nightly paid rates, the scheme generates a net cost reduction for the Council. Given forecast demand, including the need to decant around 380 families from short-life properties over the next few years, the Council should have no difficulty filling the units. Where appropriate, the Council may also nominate households from the housing register who do not require larger accommodation.

53. The main operational challenge will be ensuring sufficient staffing capacity to fill all 71 units quickly at the outset to minimise void losses, although advance preparation can mitigate this risk. If the Council takes no action, the rising demand for Temporary Accommodation will continue to drive costs upward, resulting in additional expenditure of at least £580m over the next 40 years to house these families in nightly paid accommodation. A mixed portfolio of schemes is therefore essential to reduce risk and ensure resilience, and this scheme forms an important component of that balanced approach.

54. Voids represent the most material risk, as the Council must cover rent during periods where no eligible tenant is in occupation. However, the void risk for this scheme is considered low. The properties are being purpose built to LBH requirements and will be newly constructed, modern units that are attractive to households and therefore easier to let quickly. Combined with strong and rising demand for Temporary Accommodation, and the Council's ability to maintain preapproved waiting lists and robust nomination processes, the likelihood of sustained void periods is minimal.

55. Exceptional repairs may create periodic spikes in expenditure over the 40-year term, particularly where major components require replacement. Bad debt risk is expected to be low given that rental income is largely covered by DWP

payments, but delays in benefit processing or ineligible tenants may create occasional shortfalls. Overall, these risks are manageable and proportionate to the benefits delivered.

56. The arrangement also offers long-term strategic benefits, including increased housing supply, reduced reliance on costly nightly paid accommodation, improved budget stability and the ability to plan for long-term demand. By securing nomination rights for 40 years, the Council gains predictable access to accommodation at agreed rent levels, avoiding exposure to market volatility and the escalating costs of Temporary Accommodation.

57. The Subsidy Control Act 2022 requires the Council to assess whether any financial assistance it provides confers an economic advantage on an enterprise. The nominations agreement itself does not constitute a subsidy, as the provider is funding the development independently. However, the proposal for the Council to contribute to or underwrite elements of the provider's insurance arrangements may constitute a subsidy if it reduces the provider's operating costs on terms more favourable than the market. Should this be the case, the Council must ensure any support is proportionate, necessary and compliant with the Act, potentially through the Minimal Financial Assistance route or the Services of Public Economic Interest framework. A formal subsidy control assessment will be required before entering into the agreement to document the rationale, proportionality and compliance route.

58. There are also strategic and delivery related risks, including the possibility of delays in securing planning permission, identifying suitable sites or progressing developments to completion. These factors could slow the delivery of units and delay the realisation of cost avoidance benefits.

59. Overall, the risks associated with the scheme are manageable and proportionate to the financial and strategic benefits it delivers.

60. **Legal implications and risks:**

61. The Council has obtained external legal advice from Browne Jacobson LLP on this transaction. Their detailed legal advice is attached to this report as a confidential appendix.

62. Powers

63. The Council has the power to enter into the Overarching Nomination Agreement and the Property Nomination Agreement with Inspired Solutions pursuant to S111(1) of the LGA 1972. The Council would be acquiring the Units for the purposes of helping it discharge its homelessness duties under S193(2) of the Housing Act 1996 (HA 1996).

64. The Council has power under Part 7 of the HA 1996 to secure that accommodation is made available to people to whom it owes such a duty from someone other than the Council, in this case Inspired Solutions.

65. The Council may also end its homeless duties under S193(2) of the HA 1996 by nominating applicants for private rented sector offers (PRSO) of assured shorthold tenancies with a fixed term of at least 12 months of properties provided by Inspired Solutions.

66. Public Procurement

The Council can enter into the Overarching Nomination Agreement and the site-specific nominations agreement with Inspired Solutions without needing to run a procurement process which complies with the Procurement Act 2023. This is because the Nominations Agreement is considered to be an interest in or right over land and buildings which is an exempted contract under Schedule 2, Part 2, paragraph 8 of the Procurement Act 2023.

67. Subsidy Control

68. The provision of a guarantee of voids and unpaid rent may constitute a "subsidy" under the Subsidy Control Act 2022 (SCA 2022), as may any contribution to Inspired Solutions' costs or insurance. This means that the Council will need to conduct an assessment of whether there is a subsidy (in which case assess the subsidy against the subsidy principles contained in Schedule 1 to the SCA 2022) or whether a commercial market operator would enter into the transaction given the costs avoidance.

69. Housing benefit

70. As the units will be let by Inspired Solutions tenants nominated by the Council should be able to claim the housing element of Universal Credit directly from the DWP at up to current (2024) Local Housing Allowance rates. Where those tenants are currently claiming housing benefit from the Council, they should be migrated by the DWP onto Universal Credit when their tenancy agreement is completed.

Human Resources implications and risks:

71. The recommendations made in this report give rise to increase the existing workforce to deliver onsite intensive management support at Inspired Solutions Properties.

72. Although Concierge services will be provided by Inspired Solutions that provides security of the building.

73. The 3 new posts will be created in the People/Living Well directorate and that those posts will be created and recruited to in accordance with the Councils HR policies and procedures.

74. This means a formal restructure process may or may not be required in 2028/29 and that will involve the drafting/amending of new/existing Job Profiles and their submission for evaluation and a formal restructure consultation process.

Equalities implications and risks:

75. 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:

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

75.2. The need to advance equality of opportunity between persons who share protected characteristics[1] and those who do not, and;

75.3. Foster good relations between those who have protected characteristics and those who do not.

76. In accordance with the Public Sector Equality Duty under section 149 of the Equality Act 2010, the Council has had due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations. The proposal is expected to have a significant positive impact on groups disproportionately affected by homelessness and prolonged stays in hotel and nightly-paid accommodation, including children and families, minority ethnic households, disabled people, pregnant women, lone parents and other vulnerable residents. Moving households into self-contained, long-term accommodation at Local Housing Allowance levels is likely to improve stability, health, wellbeing, safeguarding and access to education, healthcare and employment. Equality risks relate primarily to ensuring fair and transparent nomination processes, appropriate property mix and accessibility, and sustained oversight over the 40-year term. These risks are considered manageable and will be mitigated through needs-led allocations.

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

78. We will also make every effort to ensure that households with protected characteristics, age, disability, gender reassignment, marriage and civil

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

partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation, who are over-represented as homeless also receive the right attention and support to live independently.

Health and Wellbeing implications and Risks

79. Havering council is committed to improving the health and wellbeing of its residents. The provision of accommodation other than hotels has a high potential to improve both the physical health and mental wellbeing of the residents.

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

81. It is anticipated that the mobilisation of this proposal and the delivery of accommodation of acceptable standard will reduce the Council's dependency on hotels as temporary accommodation will generate positive health and wellbeing benefits directly to households who have a need to be accommodated by the Council in an emergency.

82. Housing such as Inspired Solutions (particularly for families due to health and wellbeing issues) does have a role to play as an important pathway to longer term stability and sustainability as well as well as means through which people living in Havering can build a new life and access services and opportunities (e.g. access to employment, identity, healthy lifestyle, education, creation of social networks etc.). The scheme will also benefit households at risk of homelessness by providing accommodation for households with children in particular who have been staying in hotels. It is anticipated that the mobilisation of this proposal and the delivery of other office to residential conversions of a similar nature will reduce the Council's dependency on hotels will generate positive health and wellbeing benefits directly to households who have a need to be accommodated by the Council in an emergency.

BACKGROUND PAPERS

Exempt Appendices A, B, C and D to this Report are not available for public inspection as they contain or relate to exempt information within the meaning of Paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972.

Appendix A: High Level Financial Model Havering Council
Exempt Appendix B: Legal Advice
Exempt Appendix C: Draft Heads of Terms with Inspired Solutions
Exempt Appendix D: Inspired Solutions Proposal

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Inspired Solutions	**Total for life of contract**	**Total for life of contract**
Number of properties	71	600
Voids	4,572,261	38,609,792
Bad Debt	2,286,130	19,304,896
Repairs - above and Beyond	12,989,668	115,154,884
Legal Costs	200,000	200,000
Furniture discretionary fund	213,000	1,800,000
Insurance	2,338,140	20,727,879
Additional Staff	12,806,715	15,760,393
Mitigating Costs	457,226	3,860,979
Total costs Potentially Payable by LBH	35,863,140	215,418,823
Cost Avoidance Nightly Charged Accommodation	135,915,223	1,204,903,935
Loss of HB income	24,464,740	216,882,708
Total Cost Avoidance	75,587,343	772,602,403
25% reduction due to private market tenants	18,896,836	193,150,601
Total Cost Avoidance after 25% reduction	56,690,507	579,451,802

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Havering
LONDON BOROUGH

CABINET

Subject Heading:	Approval to increase the term and value of a contract for Estate Improvements and External Works
Cabinet Member:	Councillor Paul McGeary, Lead Member for Housing & Property
ELT Lead:	Neil Stubbings, Strategic Director of Place
Report Author and contact details:	Mark Howard Planned Works Manager Mark.howard@havering.gov.uk 01908 434704
Policy context:	The statutory requirement to maintain our homes to a decent standard Making sure that our neighbourhoods are a great place to live by investing in them and keeping them clean, green and safe This work supports the Housing Asset Management Strategy 2021-26 and is identified within the HRA Business Plan
Financial summary:	The proposed extension to the contract will cost up to £3m. The funding is included in the HRA Business Plan, approved at Cabinet in January 2026.
Is this a Key Decision?	It is a Key Decision as Expenditure will be £500,000 or more

When should this matter be reviewed?	It is a one-year extension therefore it will be reviewed at the end of the term.
Reviewing OSC:	Place

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

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

DRAFT

SUMMARY

As part of the Council's responsibilities as a landlord, it has a duty to undertake repairs and maintenance to its HRA housing stock. The Council entered into a contract with BTS Property Solutions Limited (formally Build-Therm Services Limited) for estate improvements and external works. The original contract was awarded for a five-year term.

The Council is in the process of awarding and mobilising several long-term Major Works contracts through which these services will be delivered in future, but due to a longer than anticipated procurement and mobilisation programme, there may be a gap in service delivery, which this requested extension will address.

In order to allow the timely delivery of works already identified, it is proposed to extend the existing contract for 12 months until the new contracts are fully operational, later in 2026. This will also allow for the current procurement to be completed and time for mobilisation under the new contract.

RECOMMENDATIONS

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

a) Agree to extend the contract with BTS Property Solutions Limited to deliver estate improvements and external works to HRA properties for a period of one year at a maximum value of £3 million.

REPORT DETAIL

1. Background

1.1. Through the Asset Management System, Housing Services identified a Borough-wide need for estate improvements and external works. Following a competitive procurement process, the Council awarded a contract to Build-Therm Services Limited to carry out these works.

1.2. An approval through an Executive Decision was obtained in June 2020 to procure this contract. Following a successful procurement exercise, in November 2020 Cabinet approved the award to Build Therm Services Limited to a maximum value of £50 million for a maximum of five years. The contract commenced in 2021.

1.3. The contract was subsequently novated to BTS Property Solutions Limited as part of a company restructure.

1.4. The contract was originally awarded by the council for a five-year period. Its primary aim was to deliver estate improvements and external works, ensuring compliance with safety regulations and improving the security and aesthetics of these buildings.

1.5. In addition to meeting the Decent Homes Standard, the contract was designed to support the council's long-term asset management strategy by improving the durability and energy efficiency of council-owned properties.

1.6. It is largely due to this existing contract that the Council was able to successfully bid for grant funding under the Warm Homes:Social Housing Fund, and before that, the Social Housing Decarbonisation Fund; the pre-existence of a suitable supply chain has allowed the service to commence delivery ahead of most in the sector.

1.7. The works typically delivered through this contract include the recently completed refurbishment of the flats above shops at Petersfield Avenue and the retrofit fabric upgrades of 59 sheltered housing properties in Poplar Street and Cedar Road, for example.

2. Rationale for Extension

2.1. The Council is in the process of awarding a number of long-term Major Works contracts through which these services will be delivered in future.

2.2. The procurement was through a Competitive Dialogue process, which began with a contract notice in February 2025 and which concluded with evaluation of final submissions in January 2026.

2.3. Award of those contracts is currently going through the appropriate governance process.

2.4. Due to some slippage in the procurement process and a longer than anticipated mobilisation period, those contracts will not be live until later in 2026.

2.5. An extension is required until the council can commence the major works framework. This interim arrangement will ensure that there is a contractor in place to continue critical works and maintain momentum during the transition. Extending the existing contract will provide the necessary support and continuity until the new contracts are fully operational, allowing the council to effectively address ongoing maintenance and safety needs without interruption.

2.6. The current contractor demonstrated consistent, satisfactory performance throughout the five-year period. Quality assessments and performance reviews confirmed that the work met both regulatory standards and the council’s expectations for quality and safety.

3. Existing Contract

3.1. The contract form is the JCT Measured Work Contract, which is a type of contract designed for use by employers who have a regular flow of maintenance, minor works, and improvement projects that they want to be carried out by a single contractor over a specified period of time.

3.2. The proposed extension of the contract offers several benefits tailored to our needs. This contract structure does not guarantee a fixed amount of work, allowing flexibility in the scope of services provided. It enables precise measurement of work completed, ensuring that expenditure remains controlled and aligned with actual requirements.

3.3. It is to be noted that £3m is the maximum estimated cost for the proposed extension, based on the works orders to be delivered between now and commencement of the new framework contracts.

3.4. As a Measured Term contract, the Council is under no obligation to place orders with the existing contractor once the new contracts are fully mobilised, but the extension sought provides reassurance that service delivery will not be impacted.

3.5. Delivery of these services will be commence through the new framework contracts as soon as mobilisation is sufficiently advanced.

4. Procurement and Project Risks

4.1. By awarding this extension, the council can continue to benefit from the contractor's established performance and expertise, ensuring seamless service delivery. This approach not only maintains continuity but also aligns with the council's strategic objectives for effective management and enhancement of its housing stock.

5. Added Social Value

5.1. The contractor has previously demonstrated a strong commitment to providing social value throughout the duration of this contract, contributing positively to the council and the local community. Their initiatives have included support for local employment, skills development programs, and community engagement projects, all of which have been received satisfactorily. By extending this contract, the council will continue to benefit from these social value contributions, ensuring that the contractor remains invested in fostering community well-being and economic growth. This ongoing partnership not only enhances the overall impact of the project but also aligns with the council's broader objectives of promoting social responsibility and community development.

5.2. Delivery of further social value will be in line with the Council’s recently approved Social Value policy.

DRAFT

REASONS AND OPTIONS

6. Reasons for the decision

6.1. The Council has a statutory and contractual obligation as a landlord to provide repairs, maintenance and compliance works to its properties, and therefore must have a provision in place to deliver this.

6.2. The contractor has consistently delivered satisfactory services throughout the contract term, meeting the council's needs effectively. Given the ongoing requirements for maintenance and improvements, the council still requires their expertise and support. Therefore, it is proposed that an extension of the contract is approved to ensure continuity and uphold the quality of service provided pending mobilisation of the new contracts.

7. Other options considered

7.1. Do nothing as an option but was rejected due to the obligation to maintain homes at the Decent Homes standard and for the Council to be in line with its statutory duties.

7.2. Re-tendering the contract was not considered a viable option due to the additional time and costs that would be incurred in the procurement process. Moreover, the existing contractor possesses valuable knowledge of the council's housing stock and established relationships with residents, which are crucial for maintaining service continuity and ensuring effective communication.

7.3. Therefore, the above options were considered and rejected.

IMPLICATIONS AND RISKS

8. Financial implications and risks.

8.1. The service is looking to extend for one year an existing contract that will cease in February 2027. This is to allow transition to occur for the forthcoming provider to complete mobilisation. The proposed one-year extension to the contract will cost up to £3m.

8.2. There is existing budget within 2025/26 HRA Capital Programme. In respect to 2026/27, the funding is included in the HRA Business Plan, approved by

Cabinet in January 2026. For transparency, the Capital Programme pipeline for the next 3 financial years is reflected below in respect to this activity:

HRA Capital Programme	2026/27 £'000	2027/28 £'000	2028/29 £'000
Retrofit	5,000	5,000	6,000
Estate Improvements	1,000	1,000	1,000
Total	**6,000**	**6,000**	**7,000**

8.3. As a "measured term" contract, works orders are raised for projects or programmes, but the contractor is not guaranteed all or any work under the contract, and has no claim to compensation if orders are not forthcoming.

9. Legal implications and risks

9.1. The Council has statutory requirements to undertake repairs and maintain its HRA housing stock under the Landlord and Tenant Act 1985, Housing Act 2004 and the Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994.

9.2. The Council has power to extend the contract under s111 of the Local Government Act 1972 which permits the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

9.3. The Council also has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any statutory constraints on the Council's powers. None of the constraints on the Council's s.1 power are engaged by this decision.

9.4. The contract was procured under the Public Contracts Regulations 2015 (PCR) regime and therefore the provisions of PCR would apply to any modifications to the contract.

9.5. The Contract was originally valued at £15m-£50million over the 5 year contract period. Regulation 72(5) allows for modifications of contract as below:

(5) This paragraph applies where the value of the modification is below both of the following values:—

(a)the relevant threshold mentioned in regulation 5, and

(b)10% of the initial contract value for service and supply contracts and 15% of the initial contract value for works contracts,

provided that the modification does not alter the overall nature of the contract or framework agreement.

9.6. The threshold to procure works was c£4.5million and even if the lower of the contract value range is to be taken into account, the value of the proposed extension is below the threshold and therefore falls within the remit of the above exemption.

9.7. Subject to the above, the contract may be extended for a year up to a maximum value of £3million

.

10. Human Resources implications and risks

10.1. There are no HR implications and there are no TUPE implications as this is an extension of contract with the incumbent contractor.

11. Equalities implications and risks

11.1. Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its functions. This includes outsourcing services by awarding a contract to an outside body, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11.2. "Due regard" is the regard that is appropriate in all the circumstances. The weight to be attached to each need is a matter for the Council. As long as the Council is properly aware of the effects and has taken them into account, the duty is discharged.

11.3. The extension of this contract will enable the Council to maintain its housing stock to a high standard and improve the quality of the customer services that the tenants receive. Tenants with protected characteristics are over-represented in social housing so this new contract will have a positive impact on their well-being.

12. Health and Wellbeing implications and risks

12.1. There are no direct health and wellbeing implications identified in relation to the recommendation to extend the contract with BTS Property Solutions Limited

12.2. Provision of an effective housing repairs service is essential to ensure residents are able to safely and comfortably use their homes, being provided with good quality services which support promote good health and wellbeing.

12.3. Poor quality housing can have a serious negative impacts on individual's health and wellbeing and a significant negative impact on communities.

12.4. The Council is responsible for improving and protecting health and wellbeing of local residents under the Health and Social Care Act 2012.

12.5. This contract supports the aims and delivery of the Housing Asset Management Strategy ensuring that the Council provide the right homes for our resident which are affordable, safe and of high quality, provide good communities in which to live and work, whilst meeting the challenges of zero carbon and building safety across the estates.

13. Environmental and Climate Change implications and risks

13.1. Environmental and Climate Change implications of delivery of the contract has been assessed through contract award as part of the Quality evaluation process; tenderers have been evaluated upon their proposals to reduce the environmental impact and carbon footprint of how the work is delivered, such as local supply chains, electric vehicles, waste reduction and recycling and so on.

13.2. BTS Property Solutions Limited have committed to Supporting Havering's 2040 zero carbon commitment/creating 'greener' more sustainable communities and is the contractor through which the HRA retrofit programme has been delivered thus far.

BACKGROUND PAPERS

No Background Papers

APPENDICES

No Appendices

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Havering
LONDON BOROUGH

CABINET

Subject Heading:	Adoption of Flood Risk Management Strategy and Surface Water Management Plan
Cabinet Member:	Cabinet Member for Environment, Councillor Barry Mugglestone
ELT Lead:	Neil Stubbings
Report Author and contact details:	Phil Greet phil.greet@havering.gov.uk
Policy context:	The new policy will replace the existing Flood Risk Management Strategy (FRMS) & Surface Water Management Plan (SWMP).
Financial summary:	Please see below
Is this a Key Decision?	Yes
When should this matter be reviewed?	2031/32
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

SUMMARY

1.1 The Council is legally required to develop and maintain a Flood Risk Management Strategy (FRMS) under the Flood and Water Management Act 2010, which designates local authorities as Lead Local Flood Authorities (LLFAs). This duty includes identifying local flood risks, setting out measures to manage them, and coordinating with other Risk Management Authorities such as the Environment Agency and water companies. The strategy ensures compliance with statutory obligations and provides a framework for monitoring and reporting flood risk activities.

1.2 Without this strategy, the Council would risk legal non-compliance, financial penalties, and reputational damage.

1.3 Under the Flood and Water Management Act 2010, councils acting as Lead Local Flood Authorities must manage local flood risks, including those from surface water. The Surface Water Management Plan (SWMP) provides the detailed analysis and actions needed to meet these statutory duties and align with national flood risk regulations.

1.4 A FRMS provides a structured approach to:

- Identify high-risk areas and prioritise interventions.
- Integrate sustainable drainage and resilience measures into planning.
- Coordinate with stakeholders for emergency preparedness and recovery.
- Secure funding and meet statutory obligations under environmental and planning law.

1.5 By adopting this strategy, the Council ensures legal compliance. long-term resilience, protects communities, and supports sustainable growth.

RECOMMENDATIONS

2.1 It is recommended that the Local Flood Risk Management Strategy, Surface Water Management Plan & Action Plan are adopted. These are attached as Appendix A, B, C & D.

REPORT DETAIL

3.1 The Flood Risk Management Strategy is a statutory document that sets out the risk of flooding in the Borough and the actions that the Council and other partner organisations such as the Environment Agency, Water Companies and other stakeholders plan to take to manage these risks. It sets out:

a) The roles and responsibilities different organisations have for managing the risk of flooding.

b) Links to other relevant regional and national flood management documents.

c) An overview of the sources and level of flood risk in the Borough.

d) Priorities and objectives to manage the risk of flooding.

e) An Action Plan that will be monitored and reported against.

3.2 The Strategy focuses on the risk of flooding from smaller (known as ordinary) watercourses, surface water (the overland runoff after heavy rainfall) and groundwater. The Council have also produced a supporting Surface Water Management Plan that covers the risk of flooding from these sources in more detail that has informed this Local Strategy.

The objectives for the Strategy reflect the Council's priorities. They are:

a) To increase awareness of flood risk in the Borough with internal and external stakeholders and members of the public.

b) To work with Local Resilience Forum partners, businesses and residents to improve our preparedness, resilience, and response to flood events.

c) To take a risk-based and affordable approach to managing flood risk across the Borough.

d) To work together with internal and external stakeholders to manage flooding from all sources in the Borough.

e) To increase understanding internally and externally of the Lead Local Flood Authority role.

f) To work with internal and external stakeholders to take a consistent and prioritised approach to managing drainage and flood risk assets in the Borough, with an emphasis to maintenance of existing drainage infrastructure, including watercourses.

g) To deliver a prioritised programme of works to alleviate flooding, including natural flood management measures.

h) To embed actions to reduce flood risk into our approach to manage the highways network.

i) To integrate policies and guidance to reduce flood risk through new development into our approach as a Local Planning Authority.

3.3 Havering has experienced flooding from watercourse, tidal, surface water, sewer, and groundwater sources. These sources interact in certain scenarios causing complex flooding. Surface water flooding is the most observed source of flooding in Havering, followed by sewer and fluvial sources. The least common source is groundwater flooding and there are no records of tidal flooding since 2007. An analysis of the flood risk in the borough was undertaken as part of the Surface Water Management Plan and it showed that, in the worst-case scenario, surface water flooding could affect over 24,000 properties in the Borough.

3.4 The Borough has 15 Critical Drainage Areas or areas where drainage issues could make them more vulnerable to flooding. These are listed here from high to low in priority order:

A map of the areas can be viewed in Appendix D

014 – River Rom and Beam River

036 – Ingrebourne

025 – Gallows Corner

023 – Elm Park

018 – Cranham

026 – Harold Hill North

005 – Ardleigh Green East

038 – Heath Park North

034 – Thames

040 – Harold Hill South

037 – River Ravensbourne

016 – Rise Park West

017 – Rise Park

039 – Heath Park South

015 – Havering Park

3.5 Workshops were held with other organisations during the development of the strategy to understand and establish priorities. Attendees included Councillors, Council Officers spanning various services, the Environment Agency and Thames Water.

3.6 To increase the Council's understanding of surface water flood risk across the borough the following process was followed:

a) An identification of the parts of the Borough most at risk from surface water flooding, using the latest information on flood risk (both predictive flood mapping and past events).
b) A review of what measures could be undertaken to reduce flood risk, focussing on the highest risk flooding hotspots.
c) A multi-criteria analysis of those measures following government guidance and considering the economic, social and environmental implications for each measure, as well as potential funding.
d) An economic assessment of the most favourable measures to help inform future funding bids and budget allocations.

3.7 Informed by the analysis of flood risk, an Action Plan was developed which covers:

a) Actions for the Critical Drainage Areas to target action where it can have the highest benefit.
b) Borough wide actions to reduce flooding in the Borough.

3.8 The accompanying Flood Action Plan (see Appendix C) includes information about the activity, location, priority, cost, funding, estimated benefit and implementation (timing, responsibilities and key stakeholders). Review and monitoring information is also included. From this the Council can determine the amount of resources required to mitigate flooding in the future and prioritise / action accordingly

3.9 Partnership working is key to deliver the measures in the Flood Action Plan. The Council's Flood Management Officer will work with partners to monitor the plan and maximise the funding available and to bid for further funding as new projects and funding opportunities emerge.

3.10 The draft Local Flood Risk Management Strategy underwent public consultation in the autumn of 2024. An electronic consultation response form was available on the consultation webpage to allow consultees to provide their comments. The consultation form included questions on flood risk priorities and measures. It also provided an opportunity for the Council to engage with residents and businesses and to raise awareness for flood risk, responsibilities, funding, and competing priorities. The consultation responses were reviewed, and the Local Flood Risk Management Strategy and Action Plan updated accordingly. A Consultation Report (Appendix E)

which includes a summary of feedback received is published alongside the final document.

3.11 A summary of the consultation is as follows:-

a) Consultation period: 16 October – 29 November 2024

b) Total number of responses: 48

Residents of the Borough: 44 (91.67%)

Businesses/Organisations/Community Groups: 3 (6.25%)

Other: 1 (2.08%)

Risk Management Authorities / Other Councils: 0

3.12 The consultation was primarily resident-led, with a small but notable contribution from local organisations.

3.13 The survey included both quantitative (multiple choice, scaled responses) and qualitative (open-ended comments) data.

3.14 Key point raised included

a) 65% were “very concerned” about flooding, prompting stronger emphasis on community resilience and emergency planning.

b) 65% were unaware of other agencies’ plans.

c) 37% knew the Council’s role in flood management.

d) 84% supported sustainable drainage solutions.

3.15 Summary

a) Consultation was robust and resident-focused.

b) Improved public education and awareness is required.

c) Sustainable and community-led flood risk reduction is a welcomed

d) Additional support, resources and funding are required to address barriers to individual action.

4 Our Duties Under The Flood & Water Management Act 2010

4.1 As the Lead Local Flood Authority (LLFA), a council is responsible for managing local flood risks from surface water, groundwater, and ordinary watercourses. Key duties include developing and maintaining a Local Flood Risk Management Strategy, investigating significant local flooding incidents, maintaining a register of flood risk assets, and acting as a statutory consultee on surface water drainage for major planning applications. LLFAs also have powers to regulate works on ordinary watercourses and must

coordinate with other Risk Management Authorities to share information and manage flood risk effectively under the Flood and Water Management Act 2010.

5 Increase of Flood Risk

5.1 Flood risk within Havering has grown significantly due to the combined effects of climate change and urbanisation. Climate change has intensified weather patterns, leading to more frequent and severe rainfall, rising sea levels, and increased storm surges. These changes heighten the risk of both coastal and inland flooding. At the same time, urbanisation has expanded impermeable surfaces such as roads, pavements, and buildings, which prevent natural water absorption into the ground. This results in greater surface water runoff, overwhelming drainage systems and increasing the likelihood of flash floods. Additionally, the loss of green spaces and natural floodplains reduces the land's ability to manage excess water. Together, these factors place growing pressure on flood management infrastructure and demand more resilient planning and adaptation strategies. Without proactive measures, the social, economic, and environmental impacts of flooding are expected to worsen, affecting homes, businesses, and critical infrastructure across the borough.

6 Resources & Funding

The Council currently has the following allocated resources for flood risk management.

6.1 Staff.

- 1 no Lead Local Flood Officer.

6.2 Current Revenue Funding.

- River and brook courses maintenance- £81k
- Highway gully cleaning- £250k
- Highway drainage maintenance- £25k (estimated)
- External consultancy fees- £60k

6.3 There are a number of external funding opportunities for flood alleviation schemes & data modelling. However, it should be noted that these are only generally available for already designed natural flood risk management schemes (NFM) & not for the maintenance of existing drainage assets. Examples are:

- Flood and Coastal Resilience Partnership Funding- via the Environment Agency (EA) (Defra-funded)

- Natural Flood Management (NFM) Programme- Environment Agency & Defra
- Local Levy Funding– raised by Regional Flood and Coastal Committees (TRFCC)
- Highways England Flood Risk Management Funds- for road infrastructure resilience.
- Transport for London (TfL) Resilience Funding- for flood mitigation on transport networks
- Local Authority Capital Grants- for flood risk infrastructure projects
- Private Sector and Developer Contributions- through planning obligations (e.g., Section 106)

7 Flood Action Plan (Appendix C)

7.1 The London Borough of Havering Flood Action Plan (2025) outlines a comprehensive strategy to manage local flood risk through a combination of infrastructure projects, policy integration, community engagement, and inter-agency collaboration. It supports the borough's FRMS and SWMP, aiming to reduce flood risk and enhance resilience across the borough.

7.2 The plan is structured around two main categories: Critical Drainage Areas (CDAs) and borough wide measures. Each action is assessed using a multi-criteria analysis to determine its priority, feasibility, cost, and expected benefit. Measures include both structural interventions—such as SuDS (Sustainable Drainage Systems), flood storage, and watercourse engineering—and non-structural actions like policy updates, public awareness campaigns, and emergency planning.

7.3 Key objectives include:

- Delivering a prioritised programme of flood alleviation works.
- Embedding flood risk considerations into planning and highways management.
- Enhancing community resilience and awareness.
- Improving asset management and maintenance.
- Strengthening partnerships with stakeholders including the Environment Agency, Thames Water, Anglian Water and local communities.

Funding sources identified are stated in paragraph 6.3. The plan also highlights the importance of internal council budgets and officer capacity.

7.4 The action plan includes over 60 specific measures, including:

- Flood modelling in high-risk CDAs like Rise Park and Harold Hill.
- Development of a borough wide Natural Flood Management (NFM) programme.
- Installation of rain gauges and property-level protection.
- Updating the Strategic Flood Risk Assessment and planning policies.
- Promoting flood insurance awareness and community flood action groups.

7.5 Monitoring and review are integral, with KPIs linked to each action and alignment with the borough's corporate plan (2024–2027). The plan is designed to be dynamic, adapting to funding availability, stakeholder input, and evolving flood risk data.

7.6 Overall, the Flood Action Plan represents a proactive, integrated, and community-focused approach to flood risk management, aiming to make Havering safer and more resilient in the face of climate change and urban development.

REASONS AND OPTIONS

Other Options Considered:

Taking account of the Flood & Water Management Act 2010 (F&WM Act 2010) & other water/environmental acts a summary of the available options are:

Option	Description	Comment
1	Do nothing (ie reject the reports)	Flood risks would continue to increase. F&WM Act 2010 explicitly mandates that LLFAs create and maintain a FRMS every 6 years. The Council could be held responsible for flood damages & insurance claims if it fails to uphold their responsibilities under the Act.
2	Endorse the reports and proposed Flood Action Plan (including to endeavour to make the necessary resources available to achieve these actions)	This option would mean that Cabinet fully endorses the FRMS & SWMP reports to enable the Council to uphold its legal responsibilities & reduce the risk of flooding across the Borough.
3	Decide not to comment or defer any recommendation	If so minded Cabinet could decide not to comment on or endorse the report. It could also defer any decision to a later date. Cabinet could request further information to be brought forward (to be shared directly with Members or brought back to a future meeting). This option would delay the implementation of the new FRMS & SWMP reports.

Reasons for the Decision:

The Council is legally required to develop and maintain a Flood Risk Management Strategy (FRMS) under the Flood and Water Management Act 2010, which designates local authorities as Lead Local Flood Authorities (LLFAs). This duty includes identifying local flood risks, setting out measures to manage them, and coordinating with other Risk Management Authorities such as the Environment Agency and water companies. The strategy ensures compliance with statutory obligations and provides a framework for monitoring and reporting flood risk activities.

Without this strategy, the Council would risk legal non-compliance, financial penalties, and reputational damage.

Therefore, it is recommended the Cabinet adopts Option 2 and notes the proposed FRMS & SWMP, and provide any comments and endorsement prior to the Leader of the Council being requested to formally approve it.

IMPLICATIONS AND RISKS

Financial implications and risks:

This report sets out the recommendation to adopt the Local Flood Risk Management Strategy, Surface Water Management Plan & Action Plans respectively. The Strategy outlines the various potential funding sources for any particular mediation project shown in the action plan.

As the Lead Local Flood Authority (LLFA), LB Havering will be required to bring forward any specific decisions relating to potential schemes as and when necessary, working alongside relevant stakeholders and partners. The funding of such schemes will then be detailed as each project is likely to be different.

Legal implications and risks:

Flood Risk Management Strategy (“FRMS”)

Under the provisions of the Flood and Water Management Act 2010 (“FWMA 2010”) the Council as Lead Local Flood Authority (“LLFA”) for Havering must produce an FRMS setting out how it will manage “Local Flood Risk” within its area. Section 9 of the FWMA 2010 specifically requires the LLFA to develop, maintain, apply and monitor the FRMS.

The current FRMS was published by the Council in 2017 and now requires review.

Surface Water Management Plan (“SWMP”)

SWMPs are non-statutory plans which preceded the introduction of the Flood and Water Management Act 2010. They can be used to look at existing problems and to inform planning decisions for new development.

A SWMP is a plan which outlines the preferred surface water management strategy in a given location. In this context surface water flooding describes flooding from sewers, drains, groundwater, and runoff from land, small water courses and ditches that occurs as a result of heavy rainfall.

A SWMP should establish a long-term action plan to manage surface water in an area and should influence future capital investment, drainage maintenance, public engagement and understanding, land-use planning, emergency planning and future developments.

Human Resources implications and risks:

Future additional resources maybe required but would be subject to internal / external funding availability. Any changes necessary would be managed in accordance with the Councils existing HR policies and procedures.

Equalities implications and risks:

An Equality and Health Impact Assessment (EHIA) has been considered for this proposal. The plan sets out to improve the quality of life and wellbeing for all Havering residents, and not to have a direct negative impact on individuals with protected characteristics.

Health and Wellbeing implications and Risks

Havering Council is committed to protecting and promoting the health and wellbeing of residents.

Flooding can pose a significant risk to health and wellbeing - this risk can be in the form of physical harm (e.g. drowning, accidents, exposure to water-borne infections), emotional or psychological harm (e.g. fear, loss of social connection) and through arising hardship (e.g. loss of stable accommodation and property, loss of business premises, financial burden on individuals for repair and recovery). Flooding can also disrupt essential services and utilities, which can impact timely access to support and care.

The adoption and implementation of the Flood Risk and Surface Water management plan and strategy will support efforts to protect residents and visitors to the borough from the harms associated with flooding, by improving flood risk and surface water management and reducing the likelihood of significant damage, disruption and displacement as a result of flooding.

Environmental and Climate Change Implications and Risks

Greater London, including Havering, continues to be exposed to far greater potential damage from flooding due to the fact that a significant proportion of London lies within the floodplain of the River Thames.

Whilst flood protection levels are presently good, the increased risk of flooding from climate change could lead to damage to buildings and property, disruption of Havering's drainage systems and transport networks.

The London Borough of Havering should continue to identify and introduce improved flood management processes and ensure they are balanced with developmental and regeneration needs, as part of Havering's ongoing responsibility to represent North East London Councils on the London Risk Advisory Group and North East London Flood Partnership Group14.

Continued close monitoring and recording of flooding issues across the borough ensures extreme climatic conditions and effects of climate change are factored into risk any future flood management projects.

BACKGROUND PAPERS

Appendix A – Flood Risk Management Plan (FRMP)
Appendix B – Surface Water Management Plan (SWMP)
Appendix C – Flood Action Plan (FAP)
Appendix D – Map of Critical Drainage Areas
Appendix E – Consultation Report

LOCAL FLOOD RISK MANAGEMENT STRATEGY

Project no. 4021383

Prepared for:

London Borough of Havering

Date: April 2025

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1. Non-technical Summary

A Local Flood Risk Management Strategy sets out the risk of flooding in the Borough and the actions that the Council and other partner organisations such as the Environment Agency, Water Companies and Highways Authorities plan to take to manage the risk. It sets out:

- The roles and responsibilities different organisations have for managing the risk of flooding.
- Links to other relevant regional and national flood management documents.
- An overview of the sources and level of flood risk in the Borough.
- Objectives to manage the risk of flooding.
- An Action Plan that will be monitored and reported against.

The Local Strategy focuses on the risk of flooding from smaller (known as ordinary) watercourses, surface water (the overland runoff after heavy rainfall) and groundwater. The Council have also produced a supporting Surface Water Management Plan that covers the risk of flooding from these sources in more detail that has informed this Local Strategy.

The objectives for the Strategy reflect the Council's priorities. They are:

- To increase awareness of flood risk in the Borough with internal and external stakeholders and members of the public.
- To work with Local Resilience Forum partners, businesses and residents to improve our preparedness, resilience, and response to flood events.
- To take a risk-based and affordable approach to managing flood risk across the Borough.
- To work together with internal and external stakeholders to manage flooding from all sources in the Borough.
- To increase understanding internally and externally of the Lead Local Flood Authority role.
- To work with internal and external stakeholders to take a consistent and prioritised approach to managing drainage and flood risk assets in the Borough, with an emphasis to maintenance of existing drainage infrastructure, including watercourses.
- To deliver a prioritised programme of works to alleviate flooding, including natural flood management measures.
- To embed actions to reduce flood risk into our approach to manage the highways network.
- To integrate policies and guidance to reduce flood risk through new development into our approach as a Local Planning Authority.

Havering has experienced flooding from watercourse, tidal, surface water, sewer, and groundwater sources. These sources interact in certain scenarios causing complex flooding. Surface water flooding is the most observed source of flooding in Havering, followed by sewer and fluvial sources. The least common source is groundwater flooding and there are no records of tidal flooding since 2007. An analysis of the flood risk in the borough was undertaken as part of the Surface Water Management Plan and it showed that, in the worst-case scenario, surface water flooding could affect over 24,000 properties in the Borough.

The Borough has 15 Critical Drainage Areas or areas where drainage issues could make them more vulnerable to flooding. These are in high to low priority order:

- 014 – River Rom and Beam River
- 036 – Ingrebourne
- 025 – Gallows Corner
- 023 – Elm Park
- 018 – Cranham
- 026 – Harold Hill North
- 005 – Ardleigh Green East
- 038 – Heath Park North
- 034 – Thames
- 040 – Harold Hill South
- 037 – River Ravensbourne
- 016 – Rise Park West
- 017 – Rise Park
- 039 – Heath Park South
- 015 – Havering Park

Workshops were held with other organisations during the development of the strategy. Informed by the analysis of flood risk, an Action Plan was developed with others which covers:

- Actions for the Critical Drainage Areas to target action where it can have the highest benefit.

- Boroughwide actions to reduce flooding in the Borough.

The accompanying Action Plan (see Appendix A) includes information about the activity, location, priority, cost, funding, estimated benefit and implementation (timing, responsibilities and key stakeholders). Review and monitoring information is also included.

Partnership working is key to deliver the measures in the Action Plan. The Council's Flood Management team will work with partners to monitor the plan and maximise the funding available and to bid for further funding as new projects and funding opportunities emerge.

The draft Local Flood Risk Management Strategy underwent public consultation in the autumn of 2024. An electronic consultation response form was available on the consultation webpage to allow consultees to provide their comments. The consultation form included questions on flood risk priorities and measures. It also provided an opportunity for the Council to engage with residents and businesses and to raise awareness for flood risk, responsibilities, funding, and competing priorities. The consultation responses were reviewed, and the Local Flood Risk Management Strategy and Action Plan updated accordingly. A Consultation Report which includes a summary of feedback received is published alongside the final document.

2. Introduction

2.1 What is a Local Flood Risk Management Strategy?

The London Borough of Havering (LBH) is a Lead Local Flood Authority (LLFA), as defined in the Flood and Water Management Act 2010 (FWMA 2010 2010). The LLFA manages local flood risk from surface water, groundwater, ordinary watercourses, and interactions with other local flood risk. The Local Flood Risk Management Strategy (LFRMS) is a statutory plan to manage flood risk that must be consistent with national strategy for flood and coastal erosion risk management.

Section 9 of the FWMA 2010[1] requires LLFAs to develop, maintain, apply, and monitor a strategy for local flood risk management (in LBH's case, for the borough[2]). The Strategy must be consistent with the national flood and coastal erosion management strategy and align with the Flood Risk Management Plan[3] (FRMP) prepared by the Environment Agency in accordance with the Flood Risk Regulations 2009[4]. The latest Flood Risk Management Plan (FRMP) was published in December 2022. The previous LFRMS for the Borough of Havering was published in 2015.

LFRMS should include information on the local flood risk, the risk management authorities in the area, and their functions. It should also explain the objectives for managing risk, the measures to meet the objectives and how they will be implemented, including funding. Finally, the strategy should include information on when it will be reviewed and how it will contribute to the achievement of wider environmental objectives.

2.2 Structure of the Strategy

The strategy provides an understanding of flood risk in LBH. It includes references to current legislation and the powers and responsibilities of stakeholders. The aims and objectives in the previous strategy have been reviewed alongside the measures broken down by categories. An Action Plan with the Surface Water Management Plan (SWMP) was developed to ensure integrated management of local flood risk. The strategy also includes information regarding implementation, monitoring and review of the Action Plan and strategy.

The LFRMS is structured as follows:

- Introduction: explains what the LFRMS is, its structure, and the review of the strategy.
- Methodology: explains the LFRMS requirements, the outputs from the gap analysis undertaken and how these outputs were addressed to fulfil the requirements. It also includes details about the Strategic Environmental Assessment (SEA) process that supported the LFRMS review.
- Understanding Flood Risk: explains the nature of flood risk in Havering, legislation and the powers and responsibilities of stakeholders.

[1] *Flood and Water Management Act 2010*, https://www.legislation.gov.uk/ukpga/2010/29/section/9

[2] Local Government Association, *Managing Flood Risk: Roles and Responsibilities*, https://www.local.gov.uk/topics/severe-weather/flooding/local-flood-risk-management/managing-flood-risk-roles-and

[3] *Flood Risk Management Plans 2021 to 2027* https://www.gov.uk/government/collections/flood-risk-management-plans-2021-to-2027

[4] *Flood Risk Regulations 2009* https://www.legislation.gov.uk/uksi/2009/3042/part/4/made

- Objectives and Measures: explains the aims, objectives and measures, and how they were developed.
- Action Plan: includes the information contained in the plan.
- Implementation, Monitoring and Review: covers the funding available to implement the Action Plan, how it will be monitored and the requirements for the review of the LFRMS.

2.3 Review of the Strategy

In 2023, Binnies were commissioned to assist LBH officers in their review of the LFRMS and SWMP and the implementation of the LLFA duties. The review followed methodology published by the London Government Association (LGA). The SWMP was reviewed at the same time to understand how flood risk knowledge had evolved since it was last published in 2013. It also defined the areas of the Borough more vulnerable to flooding and helped to develop boroughwide and area-specific measures to address flood risk. The SWMP findings were used as evidence base to support the review of the strategy.

3. Methodology

3.1 Local Flood Risk Management Strategies requirements

The requirements for the LFRMS are set out in section 9 of the FWMA 2010
"The strategy must specify—

a) the risk management authorities in the authority's area,
b) the flood and coastal erosion risk management functions that may be exercised by those authorities in relation to the area,
c) the objectives for managing local flood risk (including any objectives included in the authority's flood risk management plan prepared in accordance with the Flood Risk Regulations 2009),
d) the measures proposed to achieve those objectives,
e) how and when the measures are expected to be implemented,
f) the costs and benefits of those measures, and how they are to be paid for,
g) the assessment of local flood risk for the purpose of the strategy,
h) how and when the strategy is to be reviewed, and
i) how the strategy contributes to the achievement of wider environmental objectives."

3.2 Review methodology

The following steps were undertaken to review the previous 2015 strategy:

- **Working with other RMAs:** the Council and their consultants engaged with internal and external stakeholders to gather data, local knowledge and to discuss and agree priorities and objectives. Close partnership working will continue during the implementation and monitoring of the Action Plan.

- **Objectives:** the objectives of the previous LFRMS were reviewed and updated in agreement by with the Council and relevant stakeholders. They consider how flood risk knowledge evolved since the LFRMS was produced and how the LLFA duties have been implemented.

- **Wider issues and plans:** a thorough review of the changes in legislation, guidance and information was undertaken and linkages with relevant plans and strategies found. A Strategic Environmental Assessment screening report was produced to understand if an Environmental Assessment report was needed to support the review of the strategy.

- **Mapping and modelling updates:** the Surface Water Management Plan for Havering has been updated, using the latest flood map data, to identify communities within Havering that are most vulnerable to flood risk, called 'Communities at Risk'. This forms the evidence base for the LFRMS Risk Assessment and informs the Action Plan.

- **Measures, cost and benefits and prioritisation:** the measures included in the original SWMP and other flood risk plans were reviewed to understand their implementation status. New measures were developed through stakeholder engagement. As part of the detailed technical assessment carried out for the SWMP, these measures were prioritised, and their cost benefit analysed.

- **Progress review and monitoring:** the stakeholders reviewed the existing measures and their implementation. The LLFA agreed the process for progress review and monitoring of the Action Plan.

The diagram below sets out how these activities were interlinked throughout the review.

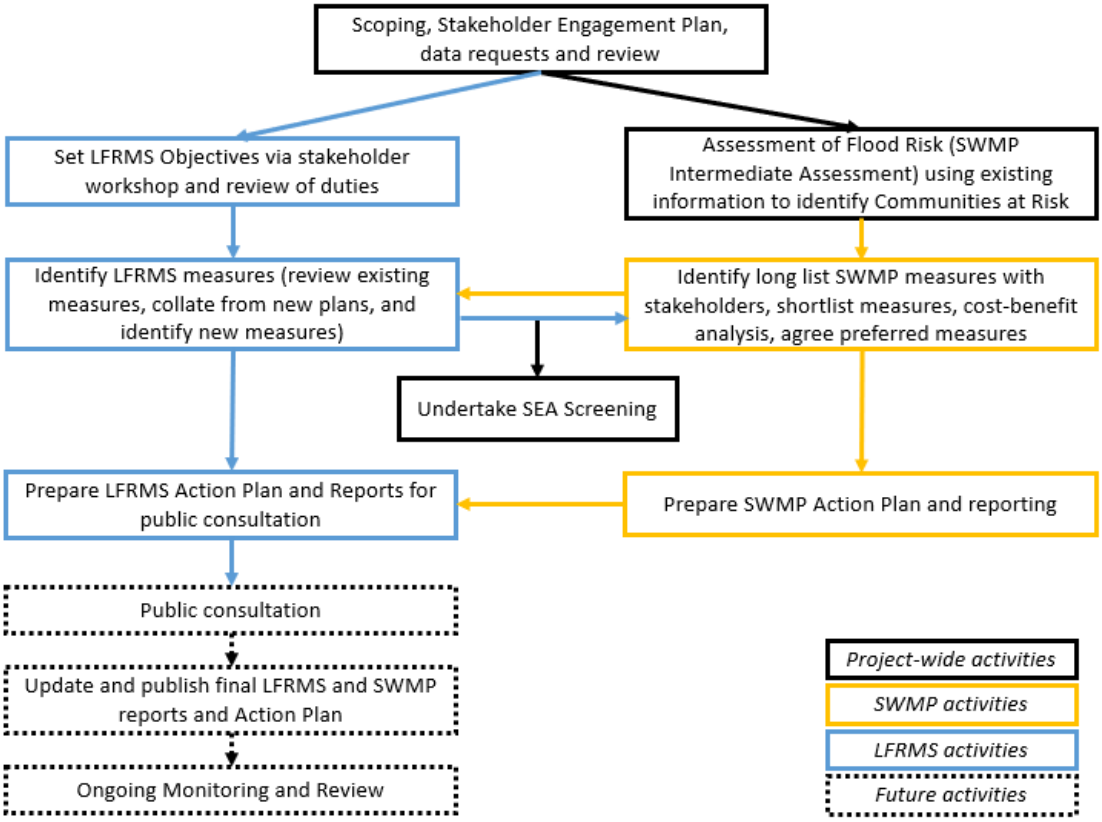

Figure 3.2-1: Steps for the LFRMS review

3.3 Strategic Environmental Assessment

Strategic Environmental Assessment (SEA) is a systematic process for identifying, reporting, proposing mitigation measures and monitoring environmental effects of plans, programmes and strategies. It aims to ensure that environmental issues are taken into account at every stage in the preparation, implementation, monitoring and review of plans, programmes and strategies of a public nature.

An SEA screening report was produced to identify whether the updates made to the LBH LFRMS will require a Strategic Environmental Assessment. The original 2015 LFRMS did not undergo SEA. The proposed Objectives and Measures for the updated LFRMS, the Action Plan, and the draft long list of actions considered for the review of the SWMP were reviewed for completeness. To aid integration, the Action Plan also refers to measures in the Flood risk Management Plans for England 2021 – 2027 second cycle (FRMP2) that are relevant to Havering. The Thames River basin district flood risk management plan 2021-2027 was adopted in

December 2022 after undergoing an SEA process[5] so the measures included from this plan were not considered further for the SEA. The outcome of the screening is that the proposed updated LFRMS does not need SEA on the basis that the strategy will not require an assessment under Article 6 or 7 of the Habitats Directive and will not set the framework for future development consents of projects.

The full screening opinion was published alongside the SWMP and LFRMS during the public consultation.

[5] Environment Agency, *Thames River Basin District Flood Risk Management Plan 2021 to 2027*, December 2022, https://www.gov.uk/government/publications/thames-river-basin-district-flood-risk-management-plan

4. Understanding Flood Risk

4.1 Flood risk management framework

Legislative, Policy and Guidance drivers

Flood risk management is regulated and implemented through a considerable series of national, regional, and local legislation, policy, guidance, strategies and plans. The aim of the regulative framework is to understand flood risk sources, flooding events and their effects to reduce their impact and/or to become more resilient and adaptive. Emergency management, land use and flood risk management are included in this framework as essential components to understand and address flood risk.

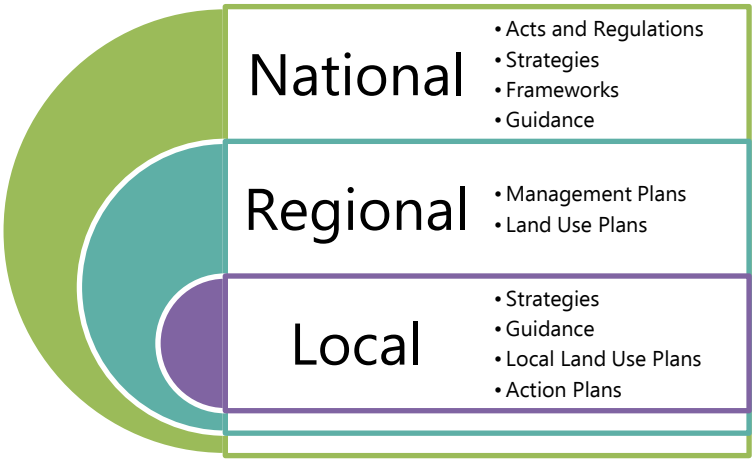

Figure 4.1-1: National, Regional and Local legislative, Policy and Guidance drivers for flood risk management

A description of the Flood risk legislation, policy, guidance, and current information, from local to national scale are described in the tables below. The rows shaded in grey in the table shows that the information has been updated since the LFRMS was first published in 2015. This new information was considered in the review of both, the strategy and the SWMP.

Figure 4.1-2: National flood risk management framework

National Legislation, Policy, Guidance & Information	Description
Flood and Water Management Act[6] 2010 (FWMA 2010)	Legislative framework to reduce flood risk from extreme weather linked to climate change. It created the role of a LLFAs. The government announced a consultation and review of the FWMA 2010 Schedule 3 with a likely implementation of 2025. The consultation and review will have implications in the LLFA statutory consultee role for surface water in the planning process

[6] *Flood and Water Management Act 2010*, https://www.legislation.gov.uk/ukpga/2010/29/section/9

National Legislation, Policy, Guidance & Information	Description
Flood Risk Regulations[7] (2009)	Implement the EU Floods Directive in England and Wales, providing a framework to assess and manage flood risk to reduce its impact.
Civil Contingencies Act[8] (2004)	It delivers a framework for civil protection in the UK allowing the UK government to make short notice changes to respond to emergencies.
National Flood and Coastal Erosion Risk Management (FCERM) Strategy[9] and Roadmap[10]	Developed by the EA to manage flood and coastal erosion risk in England. It sets out the objectives and measures to manage flood and coastal risk, how and when they should be implemented, and their costs and benefits and funding. The roadmap is a summary of the practical actions to implement the FCERM for England by 2026.
National Planning Policy Framework[11] and Planning Practice Guidance[12]	Sets out the national land use planning policies for England and how they should be applied. Government guidance which set out detailed expectations for managing flood risk through development and planning process.
Flood Risk Management Plans[13]	Statutory plan is required by the Flood Risk Regulations 2009. They are Strategic plans setting out how to work together to manage flood risk in England between 2021-2027.
Defra's Non-Statutory Technical Standards for Sustainable Drainage Systems (SuDS)[14]	Non-statutory technical standards for the design, maintenance and operation of sustainable drainage systems to drain surface water.
Climate Change Adaptation Plan[15]	Strategic approach produced by Defra to manage climate change risks through a wide range of different actions.

[7] *The Flood Risk Regulations 2009,* https://www.legislation.gov.uk/uksi/2009/3042/contents/made
[8] *Civil Contingencies Act 2004,* https://www.legislation.gov.uk/ukpga/2004/36/contents
[9] Environment Agency, *National Flood and Coastal Erosion Risk Management Strategy for England: Executive Summary*, June 2022, https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2/national-flood-and-coastal-erosion-risk-management-strategy-for-england-executive-summary
[10] Environment Agency, *Flood and Coastal Erosion Risk Management Strategy Roadmap to 2026,* https://assets.publishing.service.gov.uk/media/629de862e90e07039c27b440/FCERM-Strategy-Roadmap-to-2026-FINAL.pdf
[11] Department for Levelling Up, Housing and Communities, National Planning Policy Framework, https://www.gov.uk/guidance/national-planning-policy-framework
[12] Department for Levelling Up, Housing and Communities, *Flood Risk and Coastal Change*, 6th March 2014, https://www.gov.uk/guidance/flood-risk-and-coastal-change
[13] Environment Agency, Flood Risk Management Plans 2021 to 2027: National Overview, 12th December 2022, https://www.gov.uk/government/publications/flood-risk-management-plans-2021-to-2027-national-overview-part-a/national-overview-part-a
[14] Department for Environment, Food and Rural Affairs, *Non-statutory technical standards for sustainable drainage systems*, March 2015, https://assets.publishing.service.gov.uk/media/5a815646ed915d74e6231b43/sustainable-drainage-technical-standards.pdf
[15] Defra, *Climate Change Adaptation: Policy Information*, 11th August 2022, https://www.gov.uk/government/publications/climate-change-adaptation-policy-information/climate-change-adaptation-policy-information

Table 4.1-1: Regional flood risk management framework

Regional Legislation, Policy, Guidance & Information	Description
Thames River Basin Flood Risk Management Plan (2022)[16] (part of the Flood Risk Management Plans included in the previous table).	Statutory strategic plan for the Thames River basin which explains how its stakeholders will work together to reduce flooding effects in their communities. The plan covers a period of 6 years.
Thames Catchment Flood Management Plan[17]	An overview of the flood risk across the river catchment and recommended ways of managing the risk now and over the next 50 to 100 years.
Thames Estuary 2100 (TE2100) Plan[18] and the 2023 update[19].	A long-term strategy developed by the EA to manage flood risk from climate change in the Thames Estuary. It focusses on addressing the challenges of climate change, aging flood defences and population growth.
London Strategic Flood Response Framework[20]	Used by the London Resilience Partnership to respond to flooding events which could cause significant and severe impacts. It is split into two parts: 1. A guide for strategic decision-makers responding to a flooding incident. 2. Provides capability guidance.
Drainage and Wastewater Management Plan[21]	A long-term strategic plan produced by Thames Water that identifies future risks to drainage and solutions to mitigate the effects of population growth, climate change and urbanisation.
London Plan[22]	Statutory spatial development strategy published by the Greater London Authority for the greater London area. It sets out London's development over the next 25 years.
London Regional Flood Risk Appraisal[23]	A comprehensive report that provides an overview of all flooding sources, likelihood, consequences and spatial implications.

[16] Environment Agency, *Thames River Basin District Flood Management Plan 2021 to 2027*, December 2022, https://assets.publishing.service.gov.uk/media/6380a45d8fa8f56ea9d462d8/Thames-FRMP-2021-2027.pdf

[17] Environment Agency, *Thames Catchment Flood Management Plan*, December 2009, https://www.gov.uk/government/publications/thames-catchment-flood-management-plan

[18] Environment Agency, Thames Estuary 2100 (TE2100), https://www.gov.uk/government/collections/thames-estuary-2100-te2100

[19] Defra, *Major updates to Thames Estuary 2100 from 2012 to 2023*, April 2023, https://www.gov.uk/guidance/major-updates-to-thames-estuary-2100-from-2012-to-2023

[20] London Resilience, London Strategic Flood Response Framework, 2020 https://www.london.gov.uk/sites/default/files/london_strategic_flood_response_framework_2020_v3.2.pdf

[21] DEFRA, Drainage and Wastewater Management Plans: Guiding Principles for the Water Industry, https://www.gov.uk/government/publications/drainage-and-wastewater-management-plans-guiding-principles-for-the-water-industry

[22] Greater London Authority, The London Plan 2021, March 2021, https://www.london.gov.uk/sites/default/files/the_london_plan_2021.pdf

[23] Greater London Authority, *London Regional Flood Risk Appraisal,* August 2014, https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Regional%20Flood%20Risk%20Assessment%20-%20First%20Review%20-%20August%202014.pdf

Regional Legislation, Policy, Guidance & Information	Description
London Surface Water Management Strategy[24]	After flooding in 2021, the London Surface Water Strategic Group was formed to address the challenges posed by surface water flooding in London. This strategy is the result of their work.
Joint Thames Strategy refresh[25]	Aims to update and enhance the strategies for managing the River Thames, to ensure a resilient and sustainable future.

Table 4.1-2: Local flood risk management framework

Local Legislation, Policy, Guidance and Information	Description
Multi-agency Flood Plan[26]	This plan provides a coordinated multi-agency response framework to mitigate the impact of a large-scale flood event.
Havering Local Plan[27]	This plan sets out the London Borough of Havering's ambitious vision and strategy for future growth and sustainable development up to 2031.
Havering Climate Emergency Action Plan 2024-2027[28]	This plan sets out the borough's actions to manage climate change impacts.
Havering Strategic Flood Risk Assessment[29]	This report assesses flood risk from all sources and the impact of climate change on a local planning authority scale to inform the Local Plan. The aim is to direct new development to areas with lower flood risk and ensure that new development helps manage flood risk.
Preliminary Flood Risk Assessment[30]	This report identifies areas at risk of flooding and which areas need further examination. Used to develop strategies to mitigate risk of flooding.
Joint Waste Development Plan[31]	This plan sets out a planning strategy for sustainable waste management which enables adequate provision of waste management facilities.

[24] London Assembly, *London's Surface Water Strategy,* https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/climate-change/climate-adaptation/surface-water-flooding/londons-surface-water-strategy

[25] Thames Strategy Partnership, *Joint Thames Strategy,* https://jtsrefresh.com/

[26] London Borough of Havering, Multi-Agency Flood Plan, https://www.havering.gov.uk/downloads/file/5785/multi-agency_flood_plan_-_august_2017.pdf

[27] London Borough of Havering, Havering Local Plan, November 2021, https://www.havering.gov.uk/downloads/file/5300/havering_local_plan_2016_-_2031

[28] London Borough of Havering, Havering Climate Emergency Action Plan 2024-2027, 2024, https://www.havering.gov.uk/downloads/file/6573/climate_change_action_plan_2024_to_2027

[29] London Borough of Havering, Strategic Flood Risk Assessment, 2017 https://www.havering.gov.uk/downloads/download/153/strategic_flood_risk_assessment_2017

[30] Jacobs, *Preliminary Flood Risk Assessment*, 2011

[31] *Joint Waste Development Plan for the East London Waste Authority Boroughs*, February 2012, https://www.havering.gov.uk/downloads/file/3944/adopted-joint-waste-dpd

Local Legislation, Policy, Guidance and Information	Description
Site Specific Allocations Development Plan Document[32]	This document includes specific allocations for individual sites considered necessary to deliver the vision, objectives, and policies of the Local Plan.
Romford Area Action Plan Development Plan Document[33]	This plan provides the planning framework for the future development and regeneration of Romford town centre up to 2020.
Havering's Surface Water Management Plan	A reviewed SWMP is being prepared and will be consulted with the LFRMS.
Section 19 Flood Investigation Reports[34] [35] [36]	Reports produced by the LLFA after a flooding event to understand the causes and full effects of the flooding. They also include recommendations to address flood risk.
Emergency Planning Handbook[37]	Provides guidance for the public to be prepared for an emergency, including preparing an emergency grab bag and take simple steps to reduce the impact of an emergency.

4.2 Flood Risk Management Stakeholders

Risk Management Authorities (RMAs) have various roles and responsibilities to help coordinate flood risk management. Their aim is to collaborate and share knowledge to ensure effective drainage and flood prevention. Flood risk stakeholders and their powers and responsibilities are detailed below.

Table 4.2-1: Risk Management Authorities and Responsibilities

RMA	Powers and Responsibilities
LLFA	LLFAs are responsible for: • Preparing flood risk documents: Preliminary Flood Risk Assessments. • Publishing and updating the LFRMS. • Managing local flood risk. • Maintaining an asset register. • Investigating and publishing reports on local flood incidents. • Communicating and partnership working with other RMAs.

[32] Havering London Borough, *Sites Specific Allocations Development Plan Document*, 2008, https://www.havering.gov.uk/downloads/file/1634/site_specific_allocations_dpd.pdf
[33] Havering London Borough, *Romford Area Action Plan Development Plan Document,* 2008, https://www.havering.gov.uk/downloads/file/1633/romford-area-action-plan
[51] Jacobs U.K Limited, Havering Flooding, *June 2016 Flood Investigation Report*, 20th January 2017, www.havering.gov.uk/download/downloads/id/675/havering_2016_flood_investigation_report.pdf
[35] Jacobs U.K Limited, *Flood Investigation Section 19 Report*, 01st November 2021,www.havering.gov.uk/download/downloads/id/5246/havering_2021_flood_investigation_report.pdf
[36] Jacobs Ltd, *London Borough of Havering Section 19 Flood investigation Report*, 11th October 2023, www.havering.gov.uk/download/downloads/id/6454/havering_2022_flood_investigation_report.pdf
[37]London Borough of Havering, *Emergency Planning Handbook*, https://www.havering.gov.uk/downloads/file/5738/emergency_planning_handbook

RMA	Powers and Responsibilities
	• Acting as a statutory consultee for surface water in the planning process. This duty may change if the Government enacts Schedule 3 of the FWMA 2010 as it includes the role of the Sustainable Drainage System (SuDS) Approval Body (SAB). The SAB will then become the body to approve all major construction work which has drainage implications and ensure that any adopted SuDS schemes are properly maintained. LLFA have powers to: • Regulate ordinary watercourses to ensure the flow. • Designate flood risk management structures. • Do works to manage flood risk. • Request information from other RMAs and stakeholders. • Make byelaws. • Support emergency planning response but they are not first respondents.
Emergency Planning	'Category 1' responders to emergencies are local authorities, the Environment Agency and emergency services. They are responsible for: • Undertaking risk assessments. • Managing business continuity. • Carrying out emergency planning. • Warning and advising the public during times of emergency.
Highways Authorities	The authorities (National Highways and LBH Highways Department) provide and manage highway drainage and roadside ditches, ensuring that road projects do not increase flood risk on highways.
Thames Water (TW)	Both water companies are responsible for managing the risks of flooding from piped, foul, or combined sewer systems, as well as managing the risk of flooding to water supply and sewerage facilities.
Anglian Water	
Environment Agency (EA)	The EA is the principal flood risk management authority in England. Responsible for a strategic overview of the management of all sources of flooding and coastal erosion. Their responsibilities include: • Developing and applying the national flood and coastal erosion risk management strategy. • Supporting Regional Flood and Coastal Committees (RFCCs) in the allocation of national government funding to projects to manage flood and coastal erosion risks from all sources. • Managing flood risk from main rivers and coastal sources. • Strategic overview of surface water flooding.
Neighbouring LLFAs	They can provide information of flooding issues that could affect the LBH and collaborate in joint flood risk projects.
Transport for London (TfL)	Transport for London oversees a vast network of roads, tunnels, bridges, and public transport infrastructure across London. It collaborates with local authorities, water companies, and other stakeholders to ensure effective drainage and flood prevention. Promotes the use of drainage systems to prevent flooding on roads and other transport routes.

Table 4.2-2: Other Important Flood Risk Stakeholders' Powers and Responsibilities

Other Flood Risk Stakeholders	Powers and Responsibilities
Historic England	They provide guidance to those who manage historic buildings threatened by flooding which covers both preventative measures and post flooding actions. They are also statutory consultees for the Strategic Environmental Assessment process.
Planning Authority	Support flood risk management by: • Taking flooding into account when developing local plans. • Working with the SAB/LLFAs to ensure planning applications address surface water flooding properly and incorporate SuDS. • Consider flood risk assessments submitted in support of applications. • Develop flood risk and water evidence base and guidance such as Strategic Flood Risk Assessments, Sequential Tests, Integrated Water Management Strategies, Strategic Environmental Assessments, Supplementary Planning Documents. • Produce Waste Plans and Local Plans which contain local planning policies to address flood risk and implement SuDS.
Businesses and Households	The are responsible for understanding their risk of flooding, its consequences, to have adequate flood risk insurance and to be prepared in case of flooding.
Greater London Authority (GLA)	They do not have a duty to manage flood risk, but they can investigate London flooding (2021[38]) and support LLFAs by providing information and funding for projects and studies.
Roding, Beam & Ingrebourne (RBI) Catchment Partnership[39]	The partnership is focused on improving the health and sustainability of the river catchments by bringing together local organisations, community groups and stakeholders for achieve river improvements. Their key objectives are: • Habitat improvement by enhancing quality and connectivity by restoring natural processes. • Improving water quality by reducing pollution. • Flood risk management by implementing natural flood management techniques and sustainable drainage. • Improve community engagement in raising awareness and improving recreational opportunities. • Use citizen guidance to gather new information through activities like monitoring and surveys.

[38] Greater London Authority, *Surface Water Flooding in London: Roundtable Progress Report*, 2022, https://www.london.gov.uk/sites/default/files/flooding_progress_report_final_1.pdf

[39] Roding, Beam and Ingrebourne Catchment Partnership, Catchment Action Plan https://storymaps.arcgis.com/collections/c15bdf25036549dc936e88fbee4b92d8?item=2

4.3 Nature of Flood Risk in the London Borough of Havering

Context of the London Borough of Havering

Havering is located in Northeast London, England on the north bank of the tidal river Thames. The borough is bordered by the London Borough of Redbridge, London Borough of Barking and Dagenham and Essex County. It is the third largest borough in London covering 112.3 km^2, with a population of 262,100.

The Borough is characterised by its suburban location. Around 60% of the borough is open green space mainly located in the east. In contrast to this, the principal town of Romford, which is on the western side of the borough, is densely populated. There are strict Green Belt restrictions to prohibit the extension of developments in the east of the Borough. The southern part of borough is adjacent to the River Thames and in the London Riverside section of the Thames Gateway redevelopment areas, so will be a site of increasing development and population pressures.

The Borough of Havering is at risk of flooding from a range of sources, namely fluvial, tidal, surface water, reservoir and groundwater sources. The levels of flood risks from each source varies, and the sources will interact in certain scenarios causing complex flooding. The following sections explain the different sources of flooding, the extent to which they impact the Borough, and the number of properties at risk from each source. Further detailed analysis is available in the Surface Water Management Plan.

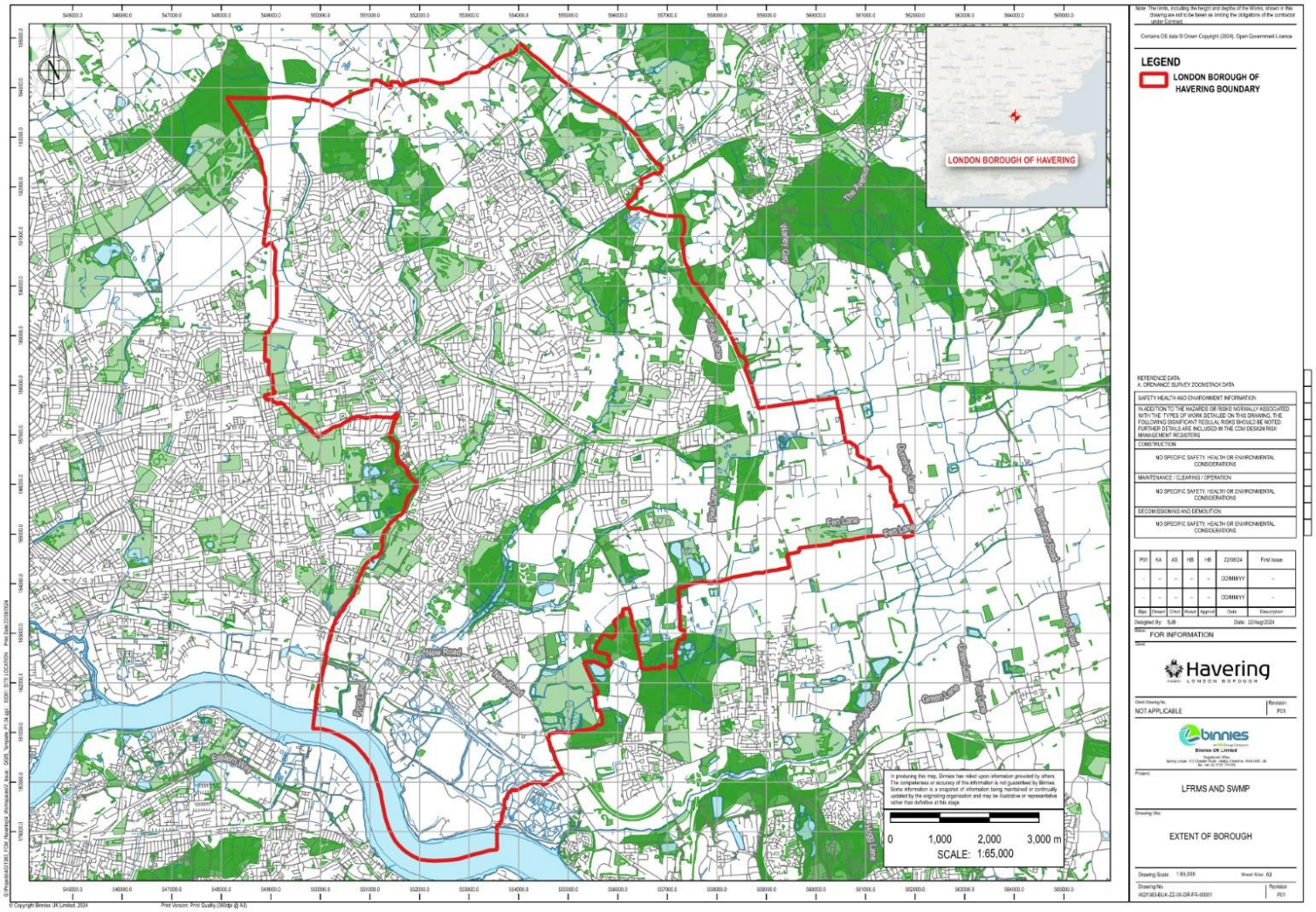

Figure 4.3-1: Extent of Borough (not to scale, see A3 scaled maps in Appendix B)

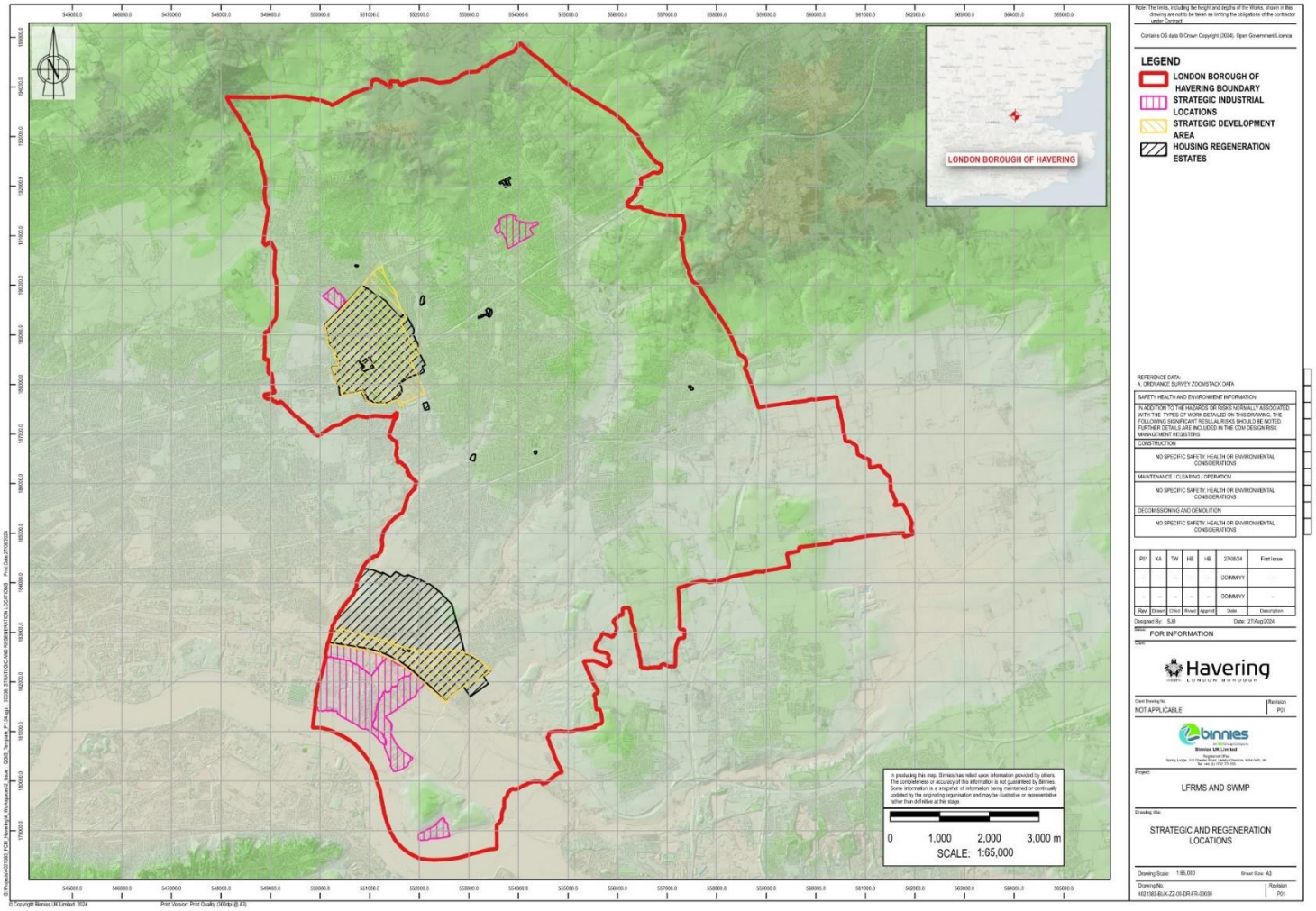

Figure 4.3-2: Strategic Development and Regeneration Areas (not to scale, see A3 scaled maps in Appendix B)

History of Flood Risk in Havering

This section presents a summary of the history of flood risk within the Borough. A detailed analysis of the history of flooding was carried out as part of the Preliminary Flood Risk Assessment in 2011. New information has also been taken from recent Flood Investigations carried out by LBH. The more-significant flood incidents are reported in the table below. The Council's 'Flood Incident Register 2007-2023' includes 299 individual records of localised flooding, including from rainfall, sewerage and/or highway drainage.

The timeline of flood incidents shows that, historically, tidal and fluvial sources were most common, with no records of tidal flooding since 2007. However, the most common source of flooding in recent years has been surface water flooding, followed by sewer flooding and fluvial flooding. This shift may be due to historic investment in interventions to mitigate for tidal and fluvial flooding, but also may reflect that records of localised flooding are now recognised as equally valuable. The least common source of flooding within the records is groundwater.

The following table shows the reported flood incidents within the Borough, the source of flooding and where the information is from.

Table 4.3-1: History of Flood Risk in Havering

Date	Location and Description of Flood Incident	Source of information
1448	Rainham Marshes – tidal flooding	PFRA
1707-1720s	Dagenham Breach – flooding of all the Borough south of present day A1306 and west of Ingrebourne River and north up the Bean valley. Breach of defences from failure of sluice gate.	PFRA
1888	Romford, Upminster and Hornchurch – fluvial flooding	PFRA
1914	Ingrebourne - localised flooding from the Ingrebourne	PFRA
1953	South Hornchurch, Rainham and the marshes – extensive tidal flooding of areas adjacent to the River Thames	PFRA
1968	Harold Park, Harold Wood, Upminster and Hornchurch – fluvial flooding from the Ingrebourne	PFRA
1974	Romford – fluvial flooding from the Beam, Ravensbourne and Ingrebourne watercourses	PFRA
1987	Romford – fluvial flooding from River Rom following intense rainfall	PFRA
1992	Upminster and Hornchurch – fluvial flooding from the Ingrebourne	PFRA
2000	Between Breton Hall and Beam Bridge – fluvial flooding from Lower Beam	PFRA
2003	Dover's Corner, Rainham – fluvial flooding from Ingrebourne	PFRA
22nd-23rd June 2016	The Rom, Roding and Ingrebourne catchments – fluvial and surface water flooding of 460 properties across 36 locations.	Flood Investigation Report[40]

[40] Jacobs U.K Limited, *Havering Flooding, June 2016 Flood Investigation Report*, 20th January 2017, https://www.havering.gov.uk/downloads/file/675/havering_2016_flood_investigation_report.pdf

Date	Location and Description of Flood Incident	Source of information
15th-16th August 2020	Roding, Beam and Ingrebourne catchments – flooding at 72 locations due to persistent wet weather between heatwave conditions.	Flood Investigation Report[41]
25th June 2021	Borough-wide - 49 properties were flooded due to rainfall of 150-170% above average.	Flood Investigation Report[42]
12th and 25th July 2021	Across London - on the 12th of July more than a month's rain fell in under an hour. The Met Office confirmed the return period was up to 179 years. On the 25th of July heavy rain fell across a larger area of London and Essex. This resulted in flooding of homes and significant infrastructure. Over 1,500 properties were flooded internally across London.	TW DWMP[43]

Surface Water Flooding

Surface water flooding, also known as pluvial flooding, occurs when the volume of rainfall cannot drain away through existing drainage systems or by filtering into the ground. This may be due to the ground being over saturated or when drainage systems are full. Surface water is the most frequent type of flooding within the Borough.

The best available data to show the scale of flood risk from surface water for Havering is the Environment Agency's Risk of Flooding from Surface Water map. There are four levels of flood risk mapped:

- **High** - each year, the area has a chance of flooding of greater than 1 in 30 (3.3%)
- **Medium** - each year, the area has a chance of flooding of between 1 in 100 (1%) and 1 in 30 (3.3%)
- **Low** - each year, the area has a chance of flooding of between 1 in 1000 (0.1%) and 1 in 100 (1%)
- **Very low** - each year, the area has a chance of flooding of less than 1 in 1000 (0.1%)

Surface water flooding is predominantly influenced by topography, with areas of highest risk being either within flow paths along localised valleys or in areas where surface water ponds in low spots or behind a raised feature. Although the majority of the minor watercourses within urban areas of the Borough have been subsumed into the sewer system, these local valleys still form important surface water pathways. For lower return period events, the majority of surface water is likely to be contained within the highway, however properties are at risk of surface flooding across the Borough for the 1 in 30 scenario. The most notable areas of ponding are in a number of locations where surface water flow paths are intersected by the A12 and other key arterial routes. Surface water run-off from roads can detriment river health. The Road Pollution

[41] Jacobs U.K. Limited, *Flood Investigation Section 19 Report*, 1st November 2021, https://www.havering.gov.uk/downloads/file/5246/havering_2021_flood_investigation_report.pdf
[42] Jacobs Ltd, *London Borough of Havering Section 19 Flood Investigation Report*, 11th October 2023 https://www.havering.gov.uk/downloads/file/6454/havering_2022_flood_investigation_report.pdf
[43] Thames Water, *Our Drainage and Wastewater Management Plan 2025-2050*, May 2023, https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-p-response-to-july-2021-floods.pdf

Solutions Tool[44] shows where nature-based solutions can intercept surface water outfalls to reduce road run off pollution.

The table below shows the total number of properties at risk of surface water flooding under different scenarios within the Borough.

Table 4.3-2: Number of Properties at Risk from Surface Water Flooding

Source of Flooding	Likelihood	Number of Properties at Risk
Surface Water	High (1 in 30)	2,896
	Medium (1 in 100)	7,515
	Low (1 in 1000)	24,409

Communities at Risk analysis and Critical Drainage Areas

During the SWMP review a 'Communities at Risk' analysis was undertaken. GIS analysis was used to identify the ground level commercial and residential properties shown to be at risk of flooding in the 1 in 30-, 100-, and 1000-year surface water flood scenarios. Groups of 20 or more of these properties within close proximity were then identified as 'Communities at Risk'. The Communities at Risk have been classified into 20-50, 50-100 and over 100 properties at risk within the group, to allow identification of those at highest risk. The detailed methodology for the analysis including its assumptions and limitations can be found in Appendix B of the SWMP.

The previous SWMP identified twenty-three Critical Drainage Areas (CDA) which are areas with drainage issues and therefore more vulnerable to flooding. The 'Communities at Risk' analysis was used to understand which CDAs were more vulnerable to surface water flooding and shortlisted them to fifteen which are in the table below. The other eight were renamed as Drainage Areas. The table below shows the prioritised CDAs, which reflect the number of properties at risk.

Table 4.3-3: Prioritised Critical Drainage Areas

Priority	Critical Drainage Areas	Number of Properties at Risk
1 (Highest)	014 – River Rom and Beam River	1,964
2	036 – Ingrebourne	1,058
3	025 – Gallows Corner	748
4	023 – Elm Park	574
5	018 – Cranham	446
6	026 – Harold Hill North	400
7	005 – Ardleigh Green East	298
8	038 – Heath Park North	268
9	034 – Thames	257
10	040 – Harold Hill South	250
11	037 – River Ravensbourne	220

[44] Road Pollution Solutions Tool https://mapapps.bgs.ac.uk/road-pollution-solutions/

Priority	Critical Drainage Areas	Number of Properties at Risk
12	016 – Rise Park West	201
13	017 – Rise Park	150
14	039 – Heath Park South	122
15 (Lowest)	015 – Havering Park	113

The following map shows all CDAs and Drainage Areas in the Borough.

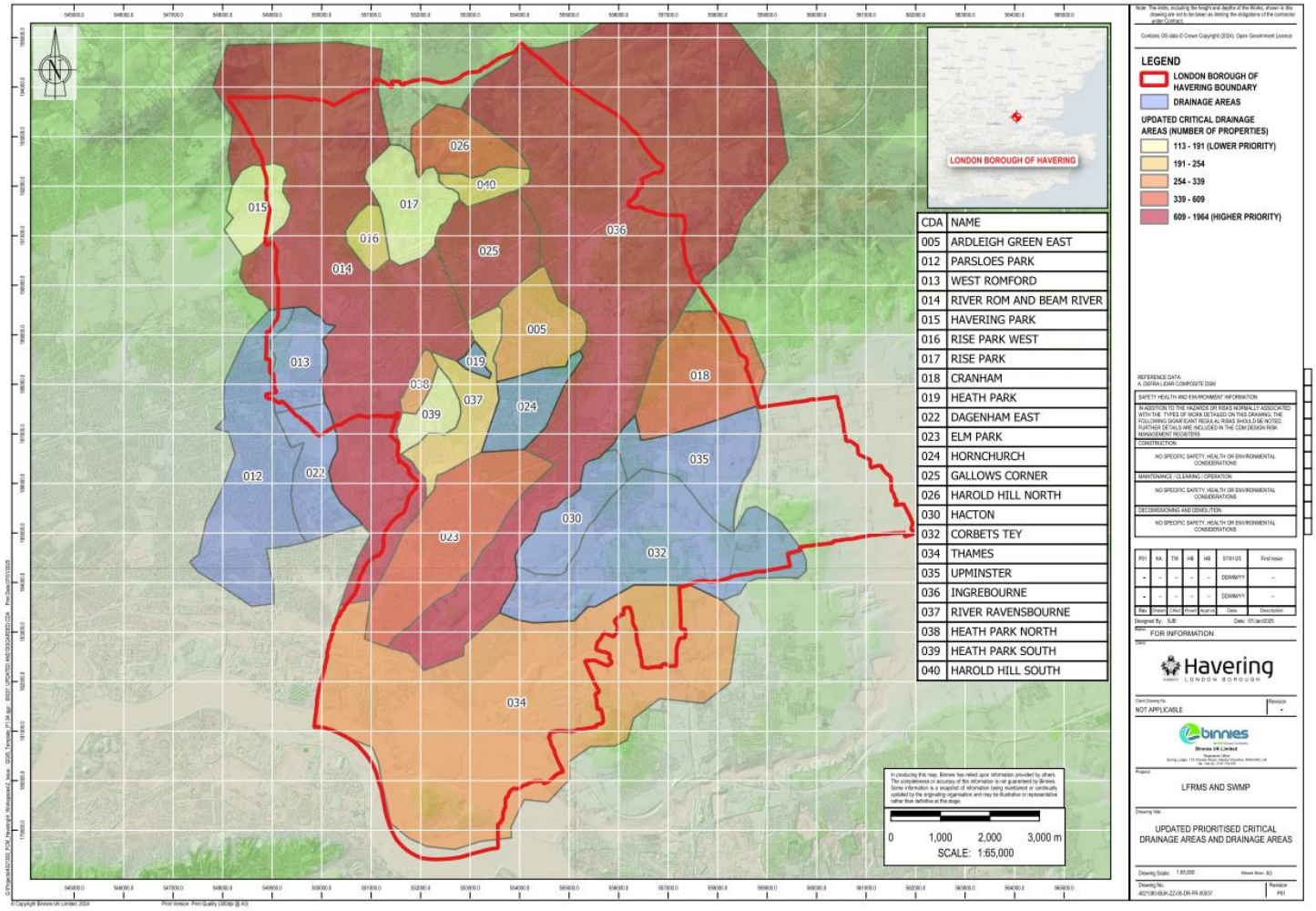

Figure 4.3-3: Updated Critical Drainage Areas and Drainage Areas (not to scale, see A3 scaled maps in Appendix B)

Appendix C of the SWMP sets out full details of the flood risk analysis for each CDA, showing the number of infrastructure and homes at risk of flooding, an explanation of flood risk in the CDA, the outputs of the Communities at Risk analysis and the supporting maps.

The table below gives an overview of the risk of surface water flooding for the CDAs. It shows the communities, properties, and critical infrastructure (including public/community facilities, education, health and care facilities, major roads, and emergency services) at risk in each CDA and the total.

Table 4.3-4: Summary of Risk per CDA (please note that the CDAs are not in priority order).

CDA	1 in X-year Scenario Event	Communities at Risk	Properties at Risk	Critical Infrastructure at Risk
005 - Ardleigh Green East	**30**	0	98	1
	100	2	298	6
	1000	9	980	11
014 – River Rom and Beam River	**30**	2	756	28
	100	14	1,964	43
	1000	63	5,919	75
015 – Havering Park	**30**	1	72	1
	100	1	113	1
	1000	1	198	2
016 – Rise Park West	**30**	0	76	1
	100	2	201	1
	1000	3	592	2
017 – Rise Park	**30**	1	98	2
	100	1	150	2
	1000	3	292	3
018 – Cranham	**30**	0	136	3
	100	2	446	6
	1000	17	1,357	9
023 – Elm Park	**30**	0	119	10
	100	2	574	20
	1000	26	3,035	33
025 – Gallows Corner	**30**	1	287	5
	100	6	748	8
	1000	18	2,213	16
026 – Harold Hill North	**30**	4	271	3
	100	3	400	3
	1000	4	682	4
034 – Thames	**30**	0	55	11

CDA	1 in X-year Scenario Event	Communities at Risk	Properties at Risk	Critical Infrastructure at Risk
	100	2	257	21
	1000	9	983	30
036 – Ingrebourne	**30**	1	387	18
	100	6	1,058	32
	1000	37	3,659	48
037 – River Ravensbourne	**30**	0	79	2
	100	3	220	2
	1000	10	919	7
038 – Heath Park North	**30**	1	129	2
	100	2	268	2
	1000	2	621	3
039 – Heath Park South	**30**	0	53	2
	100	1	122	4
	1000	5	470	5
040 – Harold Hill South	**30**	0	110	1
	100	4	250	5
	1000	6	573	7
Total	**30**	13	2,726	90
	100	51	7,069	156
	1000	213	22,493	255

Table 4.3.5 below sets out the results of the Communities at Risk analysis for surface water flood risk for the whole Borough. 2% of all properties within the Borough are at risk during a 1 in 30-year surface water flooding scenario. The risk increases to 8% in a 100-year surface water flooding scenario and 25% in a 1 in 1000-year surface water scenario.

Table 4.3-5: Summary of Communities at Risk and number of properties at risk

	1 in 30-year event	1 in 100-year event	1 in 1000-year event
Communities at Risk within the Borough	7	52	231
Total properties at risk within the Communities at Risk	643	3056	16278
Total properties at risk across the Borough	2,896	7,515	24,409

Rivers and Sea Flooding

River flooding, also known as fluvial flooding, occurs when a river overflows it banks and spreads to the surrounding land. This can be caused by a variety of factors or a combination of them.

Sea or tidal flooding is when seawater submerges low lying land along the coast which is caused by higher-than-average high tide, heavy rainfall, or onshore winds. These factors can be negatively influenced by topography and coastal processes.

The best available data to show the scale of flood risk from rivers and sea for Havering is the Environment Agency's Risk of Flooding from Rivers and Seas map. There are four levels of flood risk mapped:

- **High** - each year, the area has a chance of flooding of greater than 1 in 30 (3.3%)
- **Medium** - each year, the area has a chance of flooding of between 1 in 100 (1%) and 1 in 30 (3.3%)
- **Low** - each year, the area has a chance of flooding of between 1 in 1000 (0.1%) and 1 in 100 (1%)
- **Very low** - each year, the area has a chance of flooding of less than 1 in 1000 (0.1%)

The Borough can be divided into four main watercourse catchments, all flowing north to south to the tidal **River Thames** which forms the southwestern boundary of the Borough.

- **The River Beam and its tributaries** (River Rom, Emerson Park Stream, Blacks Brook and Ravensbourne), drain the western part of the Borough, with the Beam forming the western boundary of the Borough with the London Borough of Barking and Dagenham.
- **The Ingrebourne and its tributaries** (Weald Brook, Carters Brook, and Paines Brook), drain the centre, east and north of the Borough;
- **The River Mardyke** drains the eastern area of the Borough into Thurrock;
- **The Rainham Main Sewer** drains the southeastern part of the Borough.
- Within the urban areas of the Borough, the majority of the minor watercourses have been subsumed into the urban drainage system.

The EA Risk of Flooding from Surface Water map also indicates where there is risk from minor watercourses, and indeed are typically used to represent flood risk for watercourses not included in the EA's risk of flooding from Rivers and Seas.

The Borough benefits from the Thames Tidal defences as well as a number of structures including flood storage areas on the main rivers. Further details of the flood storage areas and defences within the Borough can be found within the Strategic Flood Risk Assessment.

Table 4.3-6: Number of Properties at Risk from River and Sea Flooding

Source of Flooding	Likelihood	Probability	Number of Properties at Risk
Rivers and Sea	High	Greater than 1 in 30 (3.3%)	333
	Medium	1 in 30 (3.3%) to 1 in 100 (1%)	651
	Low	1 in 100 (1%) to 1 in 1000 (0.1%)	565
	Very low	Less than 1 in 1000 (0.1%)	3,009

Groundwater Flooding

Groundwater flooding is the emergence of groundwater at the ground surface. It occurs when the water table in permeable rock raises to enter basements and lower ground floors or rises to above the ground surface. This is not always linked to a rainfall event, but it is generally linked to longer durations of rainfall.

The best available data to show the scale of flood risk from groundwater for Havering is the Environment Agency's Areas Susceptible to Groundwater Flooding map. The data is a 1km square grid that identifies, at a broad scale, areas susceptible to flooding from groundwater on the basis of geological and hydrogeological condition, using British Geological Survey data. It does not show the likelihood of groundwater flooding and therefore is a hazard not risk-based dataset. There are four categories showing the proportion of the 1km grid square that is susceptible to ground water flood emergence:

- **Very High** - >75%
- **High** - 50-75%
- **Medium** – 25%-50%
- **Low** - <25%

Groundwater flooding is most likely to occur in areas underlain by permeable rocks, called aquifers, particularly in areas underlain by chalk. The risk within Havering is relatively limited as the geology is predominantly clayey, although the EA data indicates highest susceptibility mostly in the far eastern and western regions of the Borough, with the northern third of the Borough being at lowest susceptibility.

Table 4.3-7: Number of Properties at in Areas Susceptible to Groundwater Flooding

Source of Flooding	Susceptibility	Number of Properties at Risk
Groundwater	>75%	23,157
	50-75%	19,827
	25-50%	23,134
	<25%	23,361

Reservoir Flooding

Reservoir flooding occurs when a dam breaches, caused by extreme rainfall or structural failure, resulting in large volumes and rapid flow of water from a reservoir.

The best available data to show the scale of flood risk from reservoir failure for Havering is the Environment Agency's Reservoir Flood Map, for those maps that the EA regulates under the Reservoirs Act 1975. There are 2 flooding scenarios shown on the reservoir flood maps.

- The **'dry-day'** scenario predicts the flooding that would occur if the dam or reservoir failed when rivers are at normal levels.
- The **'wet day'** scenario predicts how much worse the flooding might be if a river is already experiencing an extreme natural flood.

The rigorous requirements for inspection and maintenance of these reservoirs means that the likelihood of structural failure is minimal. In Havering, the extent of flood risk from reservoirs is less than the extent of fluvial flooding so there are no additional properties at risk of flooding.

Table 4.3-8: Number of Properties at Risk from Reservoir Flooding

Source of Flooding	Scenario	Number of Properties at Risk
Reservoir	Dry-day	784
	Wet-day	764

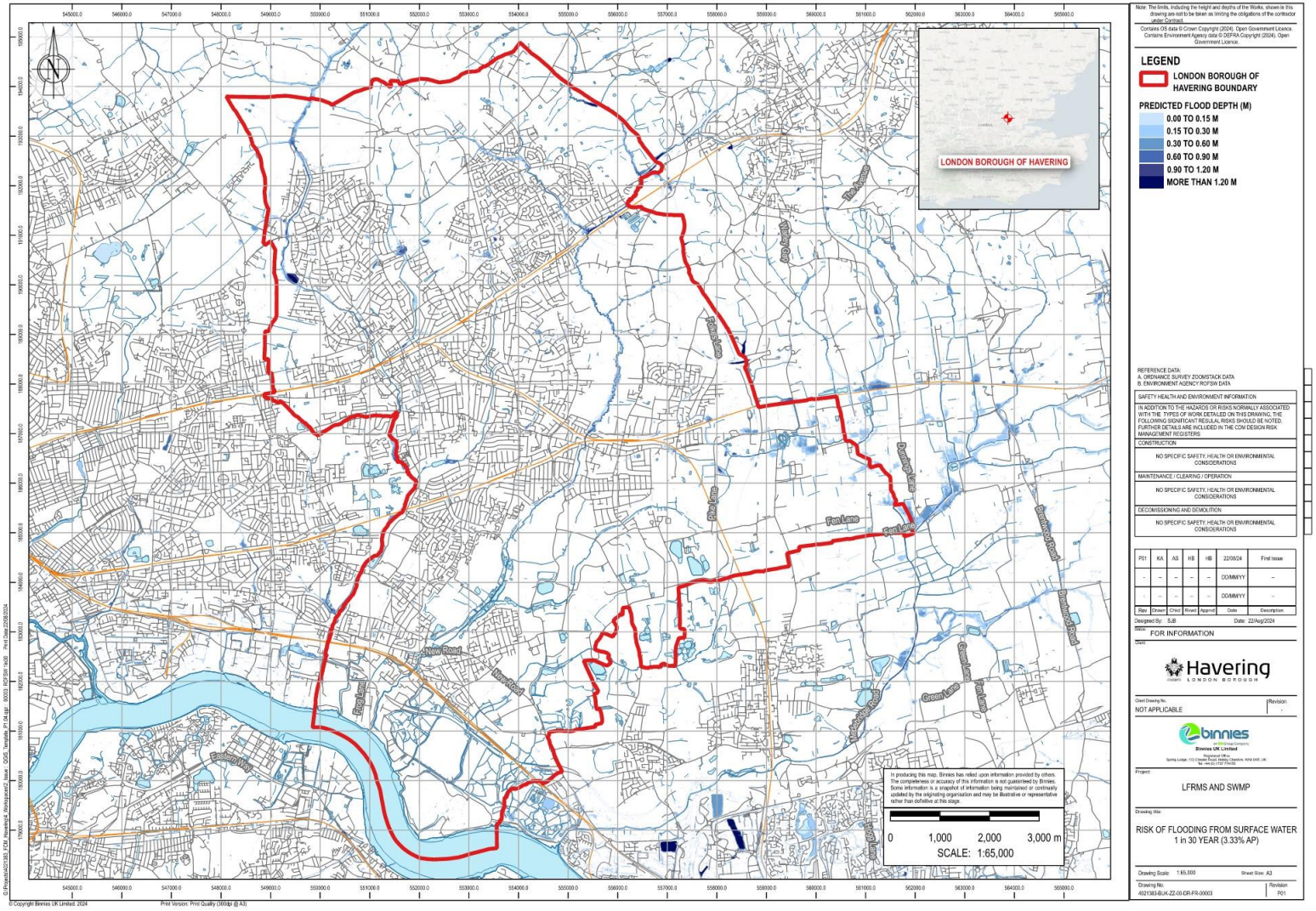

Figure 4.3-4: Risk of Flooding from Surface Water 1 in 30 YEAR (3.33% AP) (not to scale, see A3 scaled maps in Appendix B)

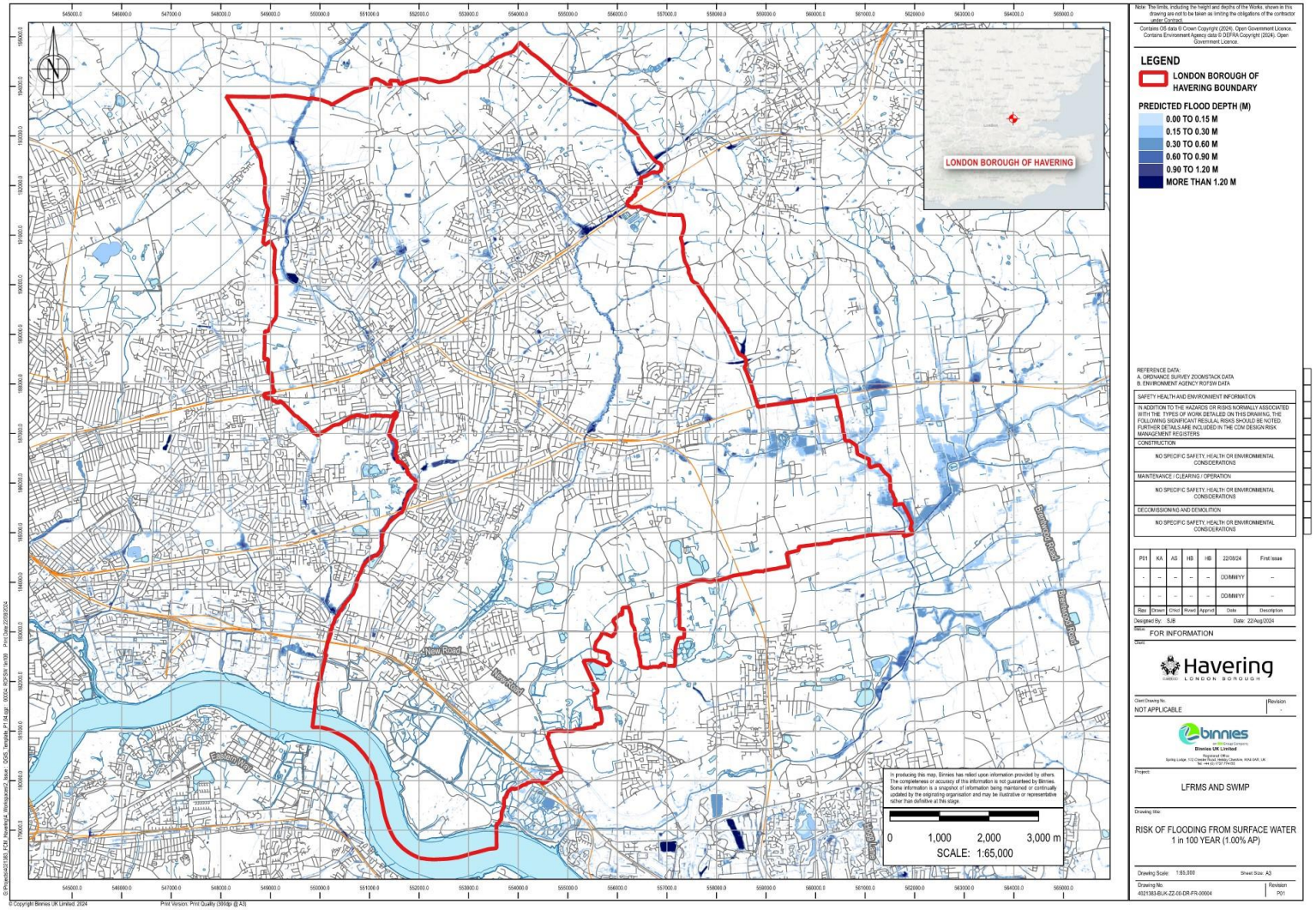

Figure 4.3-5: Risk of Flooding from Surface Water 1 in 100 YEAR (1.00% AP) (not to scale, see A3 scaled maps in Appendix B)

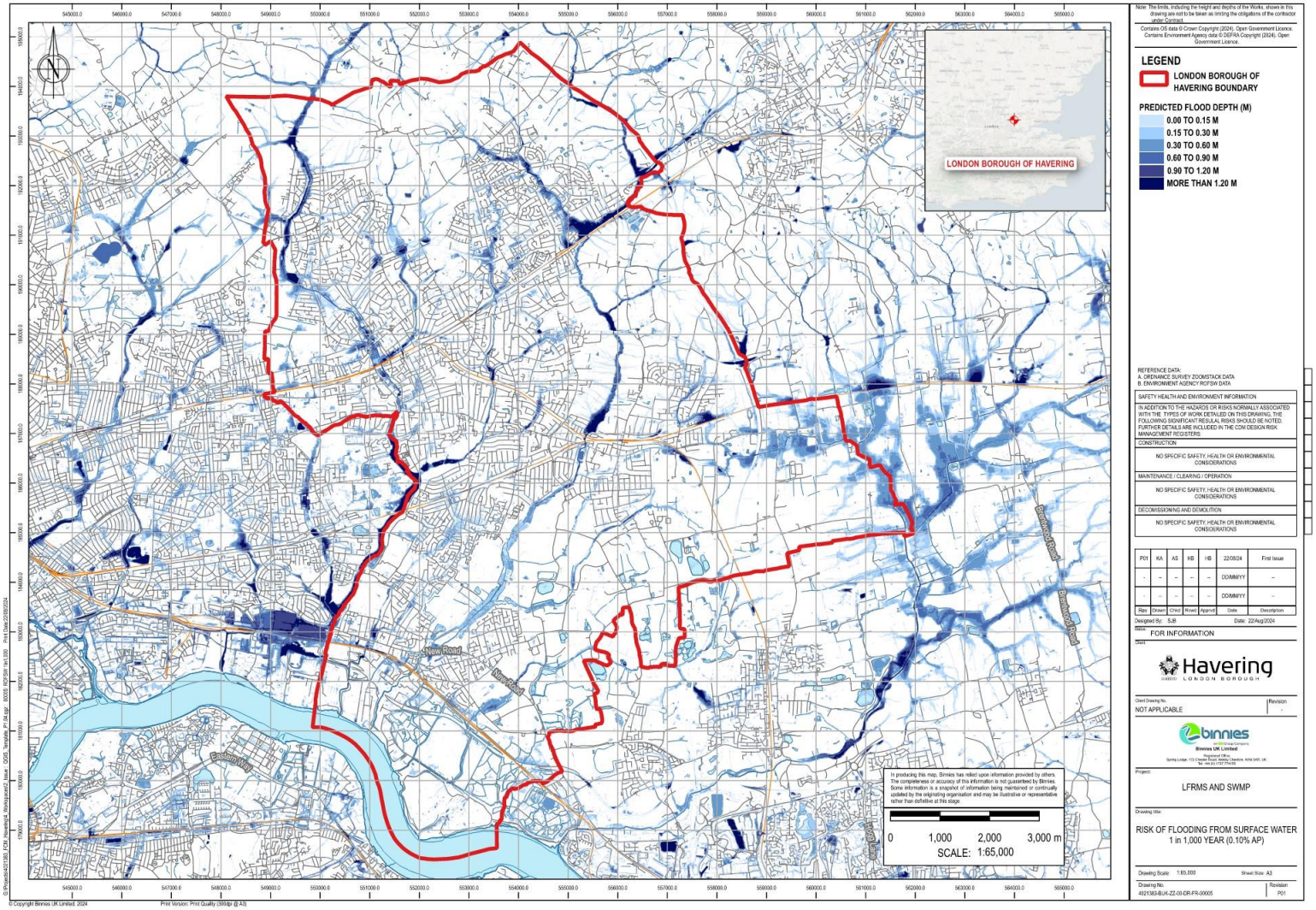

Figure 4.3-6: Risk of Flooding from Surface Water 1 in 1,000 YEAR (0.10%AP) (not to scale, see A3 scaled maps in Appendix B)

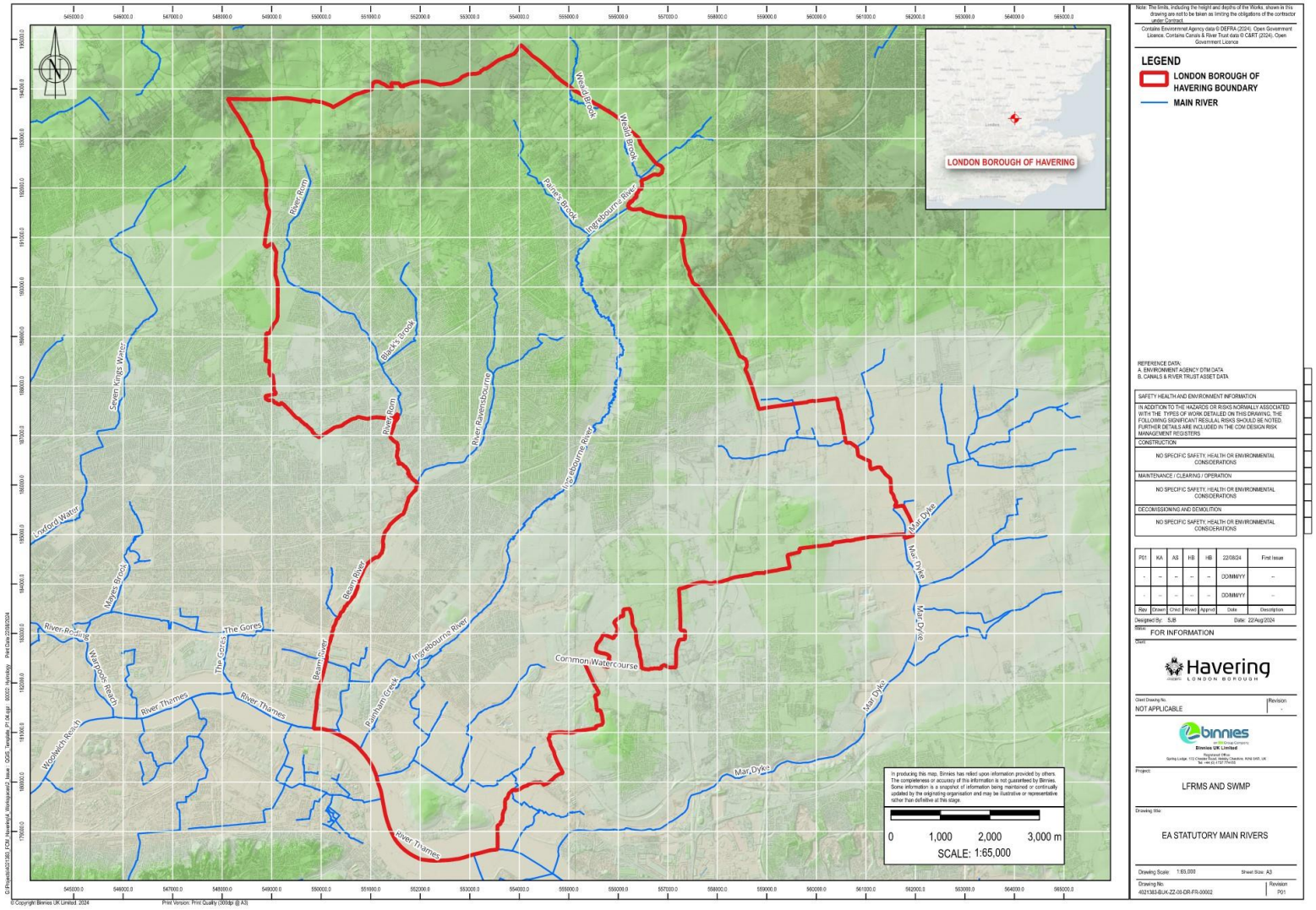

Figure 4.3-7: EA Statutory main river (not to scale, see A3 scaled maps in Appendix B)

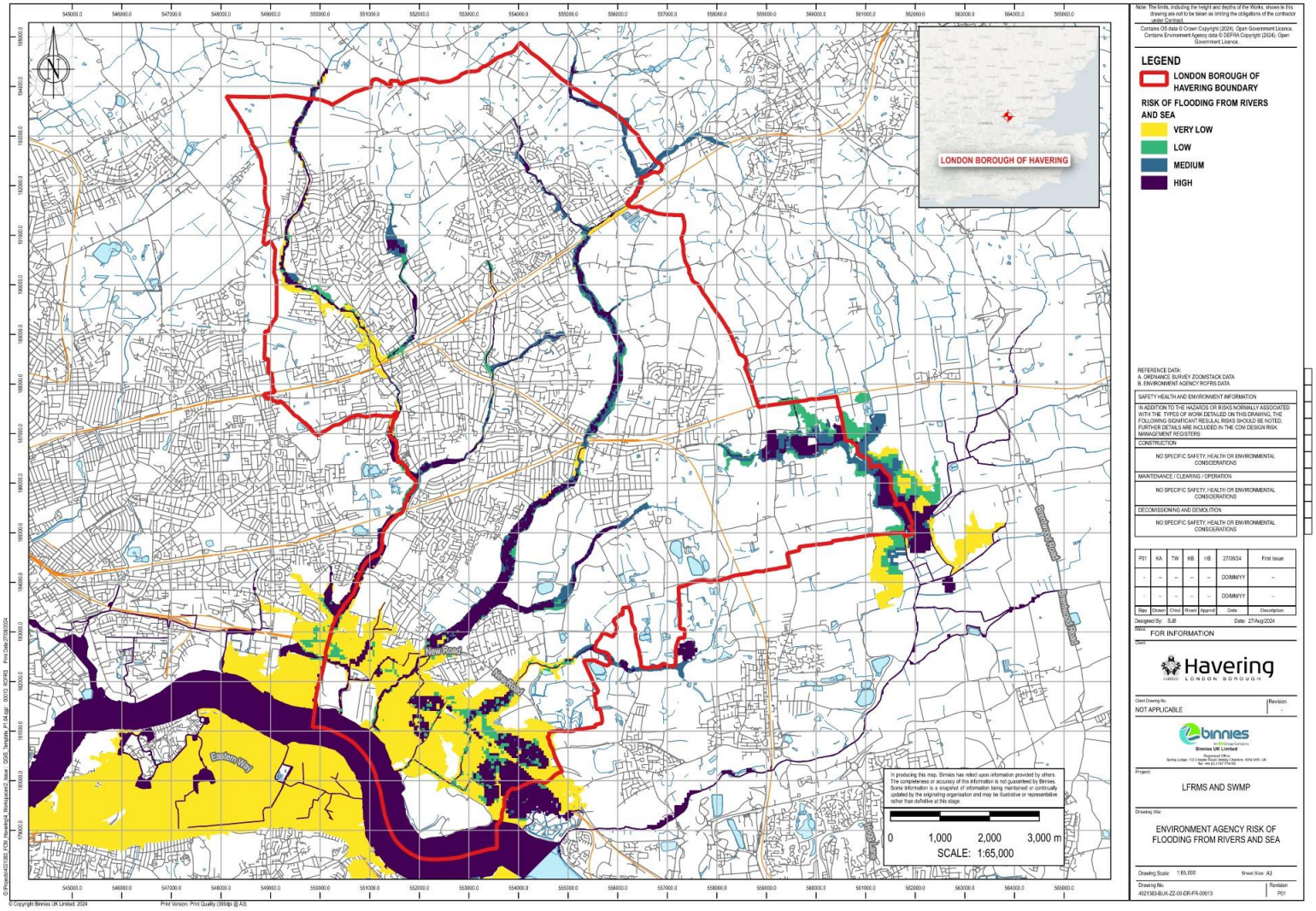

Figure 4.3-8: Environment Agency Risk of Flooding from Rivers and Sea (not to scale, see A3 scaled maps in Appendix B)

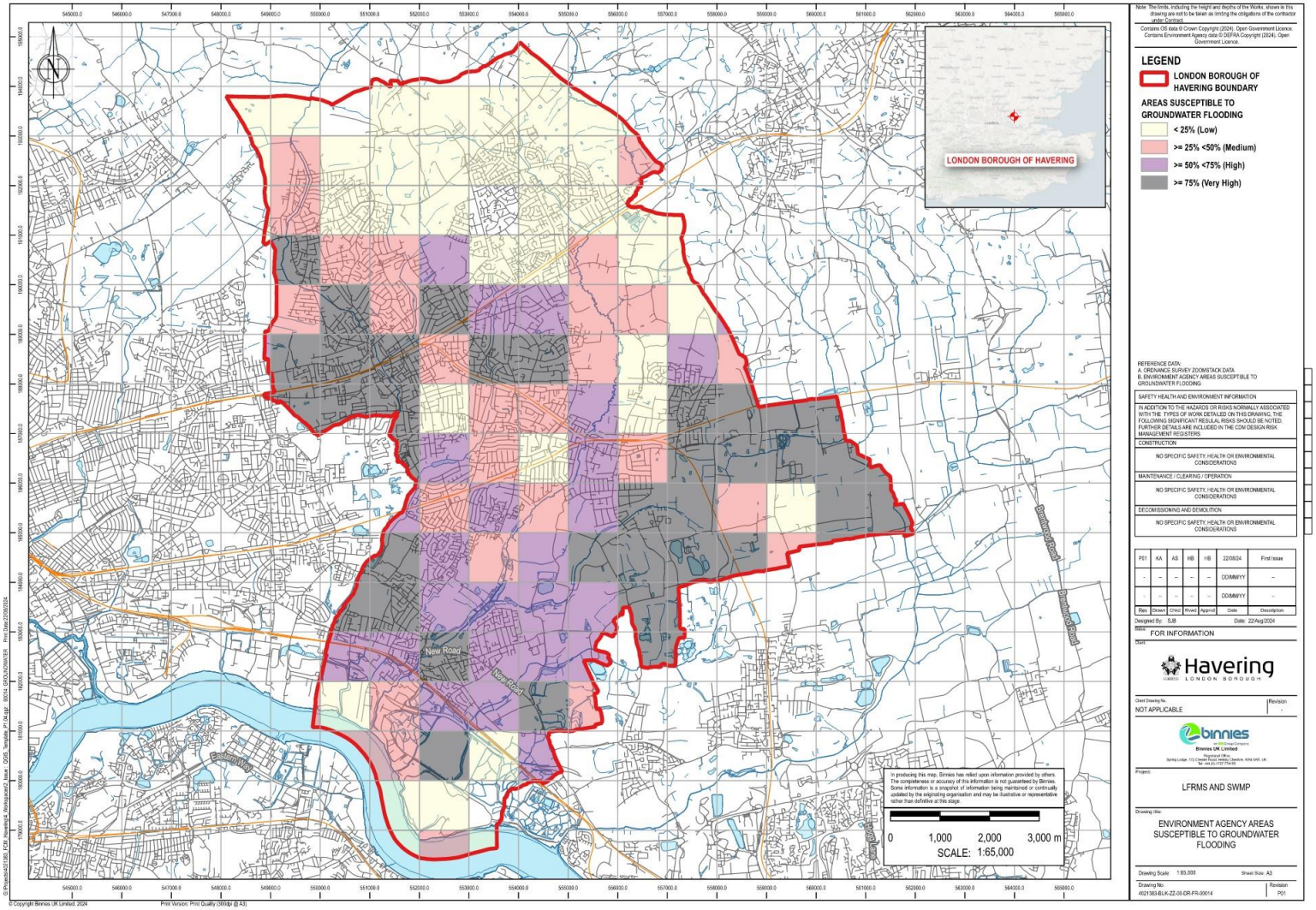

Figure 4.3-9: Environment Agency Areas Susceptible to Groundwater Flooding (not to scale, see A3 scaled maps in Appendix B)

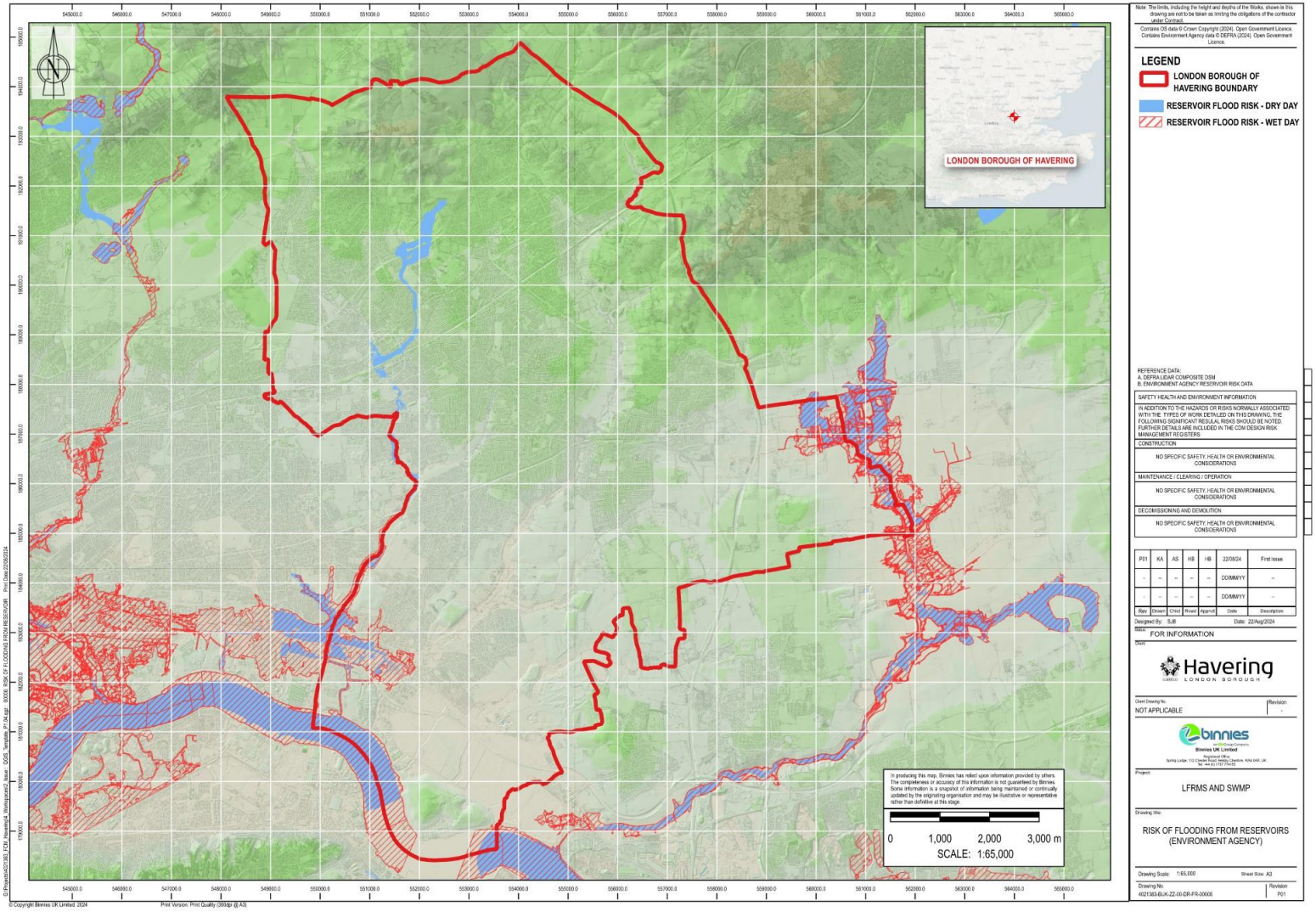

Figure 4.3-10: Risk of Flooding from Reservoirs (Environment Agency) (not to scale, see A3 scaled maps in Appendix B)

Factors Increasing Flood Risk

There are several factors which contribute to an increased risk of flooding including:

- The **condition of infrastructure** needs to be maintained as it will deteriorate overtime. Failed infrastructure will put other infrastructure that should be protected at higher risk.
- **New developments/changes in land use** could increase the cover of impermeable surfaces and reduce permeable plants and vegetation. Figure 4.3.2 shows the Strategic Development and Regeneration Areas or the 'planned development.' However, further, smaller scale development will also take place.
- **Climate change** (see next section).

Climate Change

The Intergovernmental Panel on Climate Change (United Nations body for assessing the science related to climate change) explains in its latest report[45] that continued greenhouse gas emissions will lead to average increases in global temperatures reaching 1.5°C soon. This will increase moisture in the atmosphere leading to heavier and more frequent storms. Heavier storms will overwhelm existing drainage systems and lead to surface water flooding more often. This was clearly seen in the London 2021 flooding.

In 2022, the National Infrastructure Commission reported[46] that about 325,000 properties are in areas at the highest risk of surface water flooding in England. Without action, up to 295,000 more properties could be put at risk. They also acknowledged that surface water flood risk is the risk we know the least about, being highly localised and hard to predict.

Climate change will also have a significant impact on tidal flood risk as rising sea levels will reduce the level of protection that existing tidal defences offer. The Thames Estuary 2100 plan 10 year review[47] reports how sea level rise has been accelerating over the last few decades. This will translate into more frequent Thames Barrier closures.

The TE2100 Plan[48] acknowledges that flood risk from the River Ingrebourne is relatively low. However, the marshland drainage system will need enhancing as sea levels rise and storm rainfall increases. The tidal sluices will also need upgrading on the River Beam, Havering New Sewer, River Ingrebourne and Rainham Main Sewer as the sea level rises and fluvial flows increase.

The GLA Regional Flood Risk Appraisal (2018)[49] highlights the importance of analysing future impacts of climate change for local rivers such as the River Rom and Black Brook.

[45] Intergovernmental Panel on Climate Change, *AR6 Synthesis Report Climate Change 2023* https://www.ipcc.ch/report/ar6/syr/
[46] National Infrastructure Commission, *Reducing the risk of surface water flooding*, 2022 https://nic.org.uk/app/uploads/NIC-Reducing-the-Risk-of-Surface-Water-Flooding-Final-28-Nov-2022.pdf
[47] DeFRA, *Thames Estuary 2100: 10-year monitoring review (2021)* https://www.gov.uk/government/publications/thames-estuary-2100-te2100-monitoring-reviews/thames-estuary-2100-10-year-monitoring-review-2021#executive-summary
[48] DEFRA, *Thames Estuary 2100: Rainham Marshes Policy Unit*, 2023 https://www.gov.uk/guidance/rainham-marshes-policy-unit-thames-estuary-2100#managing-flood-risk-in-this-area
[49] Greater London Authority, *Regional Flood Risk Appraisal*, 2018 https://www.london.gov.uk/sites/default/files/regional_flood_risk_appraisal_sept_2018.pdf

The Havering Climate Change Action plan 2024-2027[50] includes adaptation to flooding as a key element for future service planning.

There is a lack of existing model data to accurately assess the impact of climate change on surface water flood risk within the Borough. The analysis carried out for the SWMP used the relative difference between the EA Risk of Flooding from Surface Water extent maps for the 1 in 100-year and in in 1000-year storm events. This can be used to demonstrate which parts of the Borough may be most sensitive to changes in surface water flood risk, which could be driven by climate change. Increased urban development, deteriorating assets and wider land use change may also serve to increase flood risk.

Using the 1 in 1000-year as a proxy for climate change on the 1 in 100-year storm event shows that boroughwide, over 24,000 properties could be at risk of surface water flooding due to climate change compared with 7,500 in the present-day scenario, over a three-fold increase. The five CDAs most vulnerable to increases in flood risk, which may be driven in part or full by climate change, are:

- 014 – River Rom and Beam River
- 036 – Ingrebourne
- 023 – Elm Park
- 025 – Gallows Corner
- 018 – Cranham

[50] London Borough of Havering, *Havering Climate Change Action Plan 2024-2027* https://democracy.havering.gov.uk/documents/s73391/7.1%20Revised%20HCCAP%202024-27%20to%20be%20published%20DRAFT.pdf

5. Objectives and Measures

5.1 Stakeholder Engagement

As the review of the LFRMS and the SWMP was undertaken at the same time, a Stakeholder Engagement Plan was carried out to identify who would be affected by the outcomes of the plan and strategy. This enabled all stakeholders to be engaged throughout the review of both documents. The Stakeholder Engagement Plan covers the individual stakeholder details, what their interest is in the project, what they would want from the project, what is expected from them and methods of communication for each internal and external stakeholder.

The stakeholders with interest in the LFRMS and SWMP are:

- Thames Water,
- Anglian Water,
- Environment Agency,
- LBH Lead Local Flood Authority,
- LBH Planning,
- LBH Emergency Planning,
- LBH Highways,
- LBH Parks and Environment,
- LBH Lead Members.

5.2 Setting Aims and Objectives

Two workshops were held with the key stakeholders to discuss how the council's priorities for managing flood risk aligned with those of the stakeholders. These discussions informed the development of the LFRMS Aims and Objectives. The information was used to set seven categories under which each of the aims, objectives and measures would sit (see table 5.3-1).

5.3 LFRMS Measure development

As part of the stakeholder workshops, new measures, which are in effect actions, were developed to identify how the council would meet the new LFRMS aims and objectives. These measures are boroughwide which means that they would have an impact across the whole Borough. The table below shows the LFRMS aims and objectives within each of the seven categories and the measures needed to realise these objectives.

The LFRMS measures are included in the Action Plan, alongside measures developed as part of the SWMP update, as explained in Section 6 below.

Table 5.3-1: LFRMS Aims, Objectives and Measures

Aims	Objectives	LFRMS Measures
Supporting communities to be more flood resilient *A1	• To increase awareness of flood risk in the Borough with internal and external stakeholders and members of the public. • To work with Local Resilience Forum partners, businesses and residents to improve our preparedness, resilience, and response to flood events. • To take a risk-based and affordable approach to managing flood risk across the Borough.	• Maintain a register of critical flood risk sites across the borough, plus make it available to internal and external stakeholders. • Improve preparedness by arranging for term service contractor to maintain a stock of plant and materials for emergency flooding responses. • Identify a list of priorities that can be managed with the budget available for flood risk.
Working with others to reduce risk *A2	• To work together with internal and external stakeholders to manage flooding from all sources in the Borough. • To increase understanding internally and externally of the Lead Local Flood Authority role. • To work with internal and external stakeholders to take a consistent and prioritised approach to managing drainage and flood risk assets in the Borough, with an emphasis to maintenance of existing drainage infrastructure, including watercourses.	• Have quarterly flood risk meetings to encourage collaboration with internal and external parties. • Produce a concise table documenting LLFA duties and their implementation, plus make it available to internal and external stakeholders. • Manage and reduce flood risk by having a risk-based maintenance regime that prioritises critical flooding locations. • Address flood risk to reduce flooding on highways by adding drainage considerations to a checklist for scheme designs. • Have a register of assets owned, maintained, and managed by the LLFA. • Agree with stakeholders the precise maintenance responsibility for every drainage asset within the borough
Making places flood resilient *A3	• To deliver a prioritised programme of works to alleviate flooding, including natural flood management measures. • To embed actions to reduce flood risk into our approach to manage the highways network. • To integrate policies and guidance to reduce flood risk through new development into our approach as a Local Planning Authority.	• Develop a prioritised 5-year programme of natural flood management projects across the Borough. • Ensure more sustainable planning decisions by providing developers with copies/links of the Local Flood Risk Management Strategy and Action Plan. • Devise a professional development plan to upskill council officers involved with flood risk management.

6. Action Plan

In addition to the borough-wide LFRMS measures, area-specific measures have been developed as part of the SWMP update. These identify the localised action that would best manage flood risk within each Critical Drainage Areas.

A long list of measures was collated and agreed with stakeholders. The measures were shortlisted and prioritised using a multicriteria analysis, followed by a cost benefit analysis to show which are most viable within each Critical Drainage Area (CDA). Full details of the analysis undertaken can be found in the SWMP report.

The measures from the LFRMS and from the SWMP have been combined into a detailed Action Plan for the SWMP and the LFRMS. This Action Plan is included as Appendix A of the LFRMS.

The Action Plan is split into two sections showing boroughwide and CDA specific measures. The information included in the plan covers the following categories:

- **Measures and description:** shows the name of the measure and provides details of what the measure is**.**
- **General location:** states what CDA it is in or if it is boroughwide.
- **Priority ranking:** shows the ranking of CDA specific measures which ranges from very low to very high.
- **Cost/funding:** details what funding could be available to implement the measure and the average cost of the measures.
- **Estimated benefit:** provides the 'per property' and 'total' benefit of implementing the measure, taken from the cost benefit analysis.
- **Duration:** explains the time needed to implement the measure (short, medium or long-term and an idea of the implementation time). The implementation time will vary depending on resources, internal and external funding and priorities. Ongoing measures are those that are already being implemented.
- **Responsibility:** states the lead LBH team and primary support for implementing the measure.
- **Stakeholders:** shows who will/could be involved and support the measure implementation.
- **LFRMS:** states which LFRMS aims/objectives the measures apply to. Applies to boroughwide measures only.
- **Review/monitoring:** shows the Key Performance Indicators (KPIs) against which the measure should be monitored.
- **Origin:** sets out whether the measure is new or has been identified from a previous study, strategy or plan.

7. Implementation, Monitoring and Review

7.1 Funding

There are several potential funding sources for delivery of the Action Plan, which are explained below. Partnership working is key to maximise the funding available.

Internal Funding

LLFA Grant from Local Government Financial Settlement provides most of the LLFAs funding to carry out their duties under the Flooding and Management Act 2010.

Estates Improvement Budgets which could support projects to reduce flood risk in the estates.

Council budget which could support enhance partnership working, upskilling and implementation of other flood risk related projects. This includes Service Area Revenue Budgets which are the financial plans and estimates made by local authorities for their revenue expenditure.

External Funding - RMAs

The Thames Regional Flood and Coastal Committee (TFRCC), Flood Defence Grant in Aid (FDGiA) and Local Levy Funding is funding from central government for managing flood risk in England for the development of feasibility studies and implementation of capital flood risk projects.

Thames Water has previously made funding available for projects which manage flood water and prevent it entering the sewer network.

The **Greater London Authority (GLA)** has previously provided funding for projects which provide green infrastructure and climate change adaptations across London.

Other Sources of Funding

The Department for Education (DfE) has previously provided for projects which will reduce the impacts of flooding for schools.

Local Wildlife and River Trusts occasionally have funds which can be used to support delivery of SuDS in communities.

Central Government occasionally make funding available to improve quality of housing, commercial and local areas.

Business Improvement Districts (BIDs) have programmes focuses on improving the local environment in their area, may have implemented SuDS and are open to exploring opportunities to improve the areas they operate in.

Funds from developer contributions and the planning system.

The table below shows more details of the potential funding streams.

Table 7.1-1: Funding Streams Summary

Source	Funding stream	Project develop-ment	Capital delivery	Maintenance	Funding criteria
London Borough of Havering	Internal funding	Yes	Yes	Yes	Local government service budgets are set annually. Projects will need to deliver multiple benefits to bring in funding from other departments. This includes LLFA Grant from Local Government Financial Settlement which provides most of the LLFAs funding, Estates Improvement Budgets and Council Budgets.
Defra (administered by the Environment Agency - EA)	External Funding, Flood Defence Grant in Aid (FDGiA)	Yes	Yes	No	The amount of funding available depends on the 'Outcome Measures' a capital scheme will deliver, such as residential properties protected, reduction of other damages from flooding and environmental enhancements. 'Partnership Funding' from other sources is needed to fill any gaps needed in the funding required to deliver a scheme. Occasionally other funding becomes available, targeted towards reducing flooding to Frequently Flooded Communities or Schools.
Thames Regional Flood and Coastal Committee (administered by the EA)	External Funding, Local Levy	Yes	Yes	No	This funding is administered by the RFCC to meet local priorities, which may change from time to time. The TRFCC follows local levy principles relating to climate change, net zero carbon impact, multiple-benefits, biodiversity net gain, partnership working, communicating and building capability standards, catchment-based approaches, cost-effectiveness, efficiency, learning lessons and sharing information from similar schemes. Funding for Sustainable Drainage Systems and Natural Based Solutions projects is high up on the TRFCC's agenda.
Thames Water	Partnership funding, SuDS specific funding	Yes	Yes	Only for maintaining sewerage elements	Thames Water provide Partnership Funding towards schemes where there are also elements that reduce the risk from sewer flooding. Their priorities for allocating funding are set out in their Drainage and Wastewater Management Plan[51]. Appendices on SuDS and London Flooding 2021 contain information on projects funded by Thames Water.
Greater London	Partnership funding,	Yes	Yes	In some cases	The GLA has previously provided funding for projects which provide green infrastructure and climate change adaptation across London. previously provided

[51] Thames Water, Drainage and Wastewater Management Plan, https://www.thameswater.co.uk/about-us/regulation/drainage-and-wastewater-management/our-dwmp

Source	Funding stream	Project develop-ment	Capital delivery	Maintenance	Funding criteria
Authority (GLA)	specific local schemes without FDGiA				funding for projects which provide green infrastructure and climate change adaptations across London. Some examples include: • Greener City Fund: Community Green Space Grants[52] • Green and Resilient Spaces Fund[53]
Developers via the Planning System	Partnership funding	Yes	Yes	No	Section 106 monies collected from larger developments may be able to be used. Larger flood alleviation projects may be eligible for Community Infrastructure Levy. Local authorities must spend the levy on infrastructure needed to support the development of their area.
Other funding streams	Partnership funding, specific local schemes without FDGiA	Yes	Yes	Maybe	The list of potential funding streams is extensive and will depend on the direct benefits a scheme provides to reducing flood risk to certain infrastructure/ businesses/ utilities and/ or the delivery of multiple benefits. For example, this might include: - Developers - Businesses - Utility companies - Organisations such as Business Improvement Districts, Wildlife and Rivers Trusts - Charities - Natural England - Historic England - National Lottery Community Fund - Department for Education - Levelling Up Fund - Ofwat Innovation Fund

[52] London Assembly, Grow Back Greener Fund 2021, https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/parks-green-spaces-and-biodiversity/green-space-funding/grow-back-greener-fund-2021

[53] London Assembly, Green and Resilient Spaces Fund, https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/parks-green-spaces-and-biodiversity/green-space-funding/green-and-resilient-spaces-fund-round-one

The process of bidding for external funding may require specific expertise in obtaining grant funding. The value of the funding available can vary significantly and the outcome(s) of any funding bid(s) may remain uncertain for some time after a bid is made. This can make pooling together funding from different stakeholders and sources complex and resource intensive.

The LBH will work together with other organisations to bid for available funding on a prioritised basis to deliver the measures in the Action Plan. The Council's LLFA team will work with partners to maximise the funding available and to bid for further funding as new projects and funding opportunities emerge. The information in the Action Plan will support future bids for funding, particularly for Flood Defence Grant in Aid and Local Levy.

Measures have been ranked in order of priority to give an idea of which measures are likely to be implemented first. However, it is important to note that measure implementation is subject to the borough's resources and funding, and these could change at a short notice due to different factors such as national government funding changes, internal changes, responses to emergencies, etc. The implementation of the measures will be monitored regularly.

7.2 Ongoing Monitoring

Monitoring the Action Plan is key as part of the overall implementation of the LFRMS. The LLFA will carry out regular monitoring of the LFRMS.

7.3 Review Timeframe

There are no set timeframes within which LFRMS are required to be reviewed. However, it has been decided that this LFRMS will be reviewed within 6-years. A review may be triggered earlier if a significant flooding event changes the understanding of local flood risk or changes local priorities, or if there is a major change in local or national policy.

As with the implementation of the Action Plan, the review of the LFRMS will be subject to the Borough's funding and resources.

8. Glossary

BID - Business Improvement District

CDA – Critical Drainage Area

CE – Community and Engagement

Defra – Department for Environment, Food and Rural Affairs

DfE – Department for Education

DWMP – Drainage and Wastewater Management Plan

EA – Environment Agency

FCERM – Flood and Coastal Erosion Risk Management

FDGiA – Flood Defence Grant in Aid

FRMP – Flood Risk Management Plan

FRMP2 - Flood risk Management Plans for England 2021 – 2027

FWMA 2010 – Flood and Water Management Act 2010

GIS – Geographic Information System

GLA – The Greater London Authority

IDB – Internal Drainage Body

KPI – Key Performance Indicators.

LBH – London Borough of Havering

LFRMS – Local Flood Risk Management Strategy

LGA – London Government Association

LLFA – Lead Local Flood Authority

RFCC – Regional Flood and Coastal Committee

RMA - Risk Management Authority

SAB - SuDS Approval Body

SEA – Strategic Environmental Assessment

SuDS – Sustainable Drainage Systems

SWMP – Surface Water Management Plan

TE2100 – Thames Estuary 2100 Plan

TfL – Transport for London

TRFCC – The Thames Regional Flood and Coastal Committee

TW – Thames Water

Appendix A: Action Plan (see separate document)

Appendix B: A3 Scaled Maps (see separate document)

SURFACE WATER MANAGEMENT PLAN

Project no. 4021383

Prepared for:

London Borough of Havering

Date: April 2025

Havering
LONDON BOROUGH

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Enhancing lives, communities and the environment

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1. Introduction

1.1 What is a Surface Water Management Plan?

Surface Water Management Plans (SWMPs) are non-statutory plans produced to understand surface water flood risk and how it will be managed. They provide important evidence base documents for the development of local flood risk management strategies[1].

This SWMP covers the entirety of the London Borough of Havering and includes an action plan to manage local sources of flood risk and provide an understanding of flood risk. It can be used to inform planning, identify opportunities, and outline roles and responsibilities.

In 2023, Binnies were commissioned to assist Council Officers at the London Borough of Havering (LBH) in their review of the Local Flood Risk Management Strategy (LFRMS), SWMP and their implementation of the Lead Local Flood Authority (LLFA) duties. The previous SWMP[2] was published in 2013.

1.2 Developing the Surface Water Management Plan

This SWMP has been developed using the government's SWMP technical guidance developed for local authorities[3]. The guidance divides the process into four sections covering undertaking the assessment and producing and implementing an action plan to address the study findings. The SWMPs phases are:

- Preparation (section 2 of this document)
- Risk Assessment (section 3)
- Options (section 4)
- Implementation and Review (section 5)

[2] Drain London/Jacobs UK Limited, *London Borough of Havering Surface Water Management Plan*, July 2011
[3] Defra, *Surface Water Management Plan Technical Guidance*, 2011, www.gov.uk/government/publications/surface-water-management-plan-technical-guidance

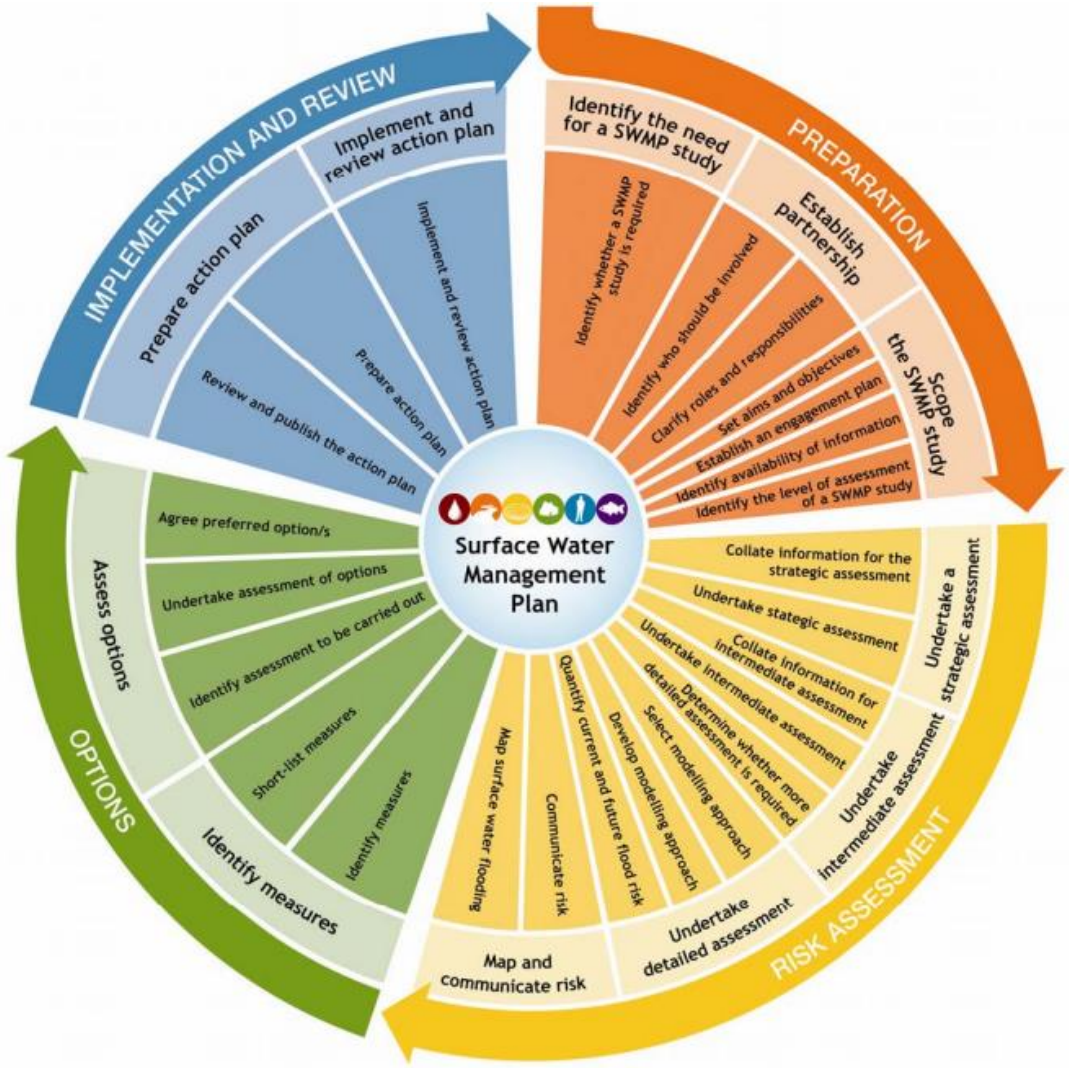

Figure 1.2-1: SWMP Development Framework taken from Defra Surface Water Management Plan Technical Guidance, 2011

The review of the SWMP fed into the review of the Local Flood Risk Management Strategy (LFRMS). The diagram below sets out how these activities were interlinked throughout the review of both documents.

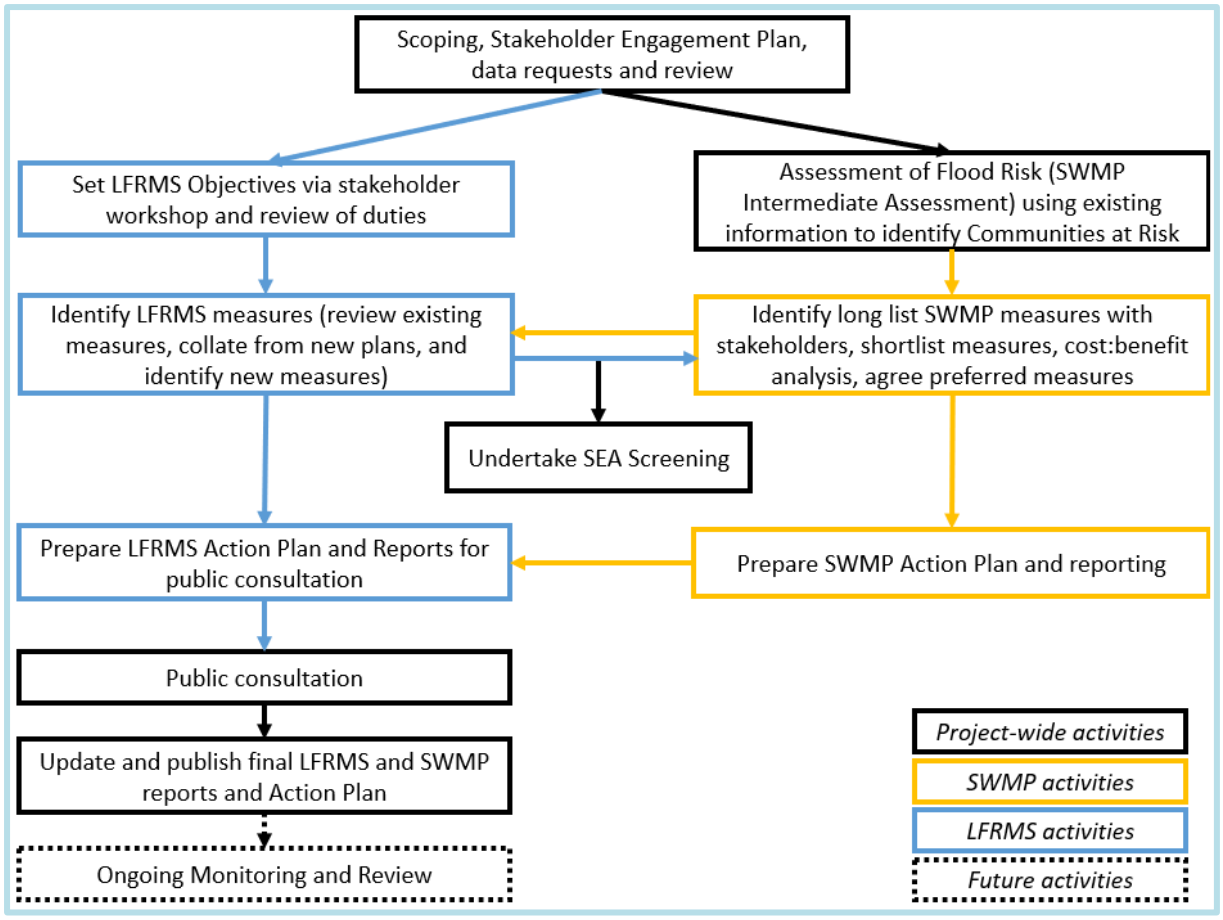

Figure 1.2-2: Steps for the LFRMS review

1.3 Structure of the SWMP

The SWMP is structured as follows:

- Introduction: explains what a SWMP is, its structure and what has changed since the last SWMP was produced. It also includes information on the London Borough and the sources of flood risk.
- Preparation: explains the importance of partnership working, how the aims and objectives were set. It also covers the data used in the methodology and its review.
- The Risk Assessment section explains the methodology for the intermediate risk assessment, its limitations and assumptions and the results obtained.
- The Options Development section explains how the measures in the long list were assessed and prioritised through multicriteria and cost benefit analysis to produce the Action Plan.
- The implementation and review section provides information about what is included in the Action Plan for both the SWMP and the LFRMS, and how the SWMP will be implemented, reviewed, and monitored.

1.4 Changes since last Surface Water Management Plan

The previous SWMP was published in 2013 as a part of the Drain London Project. Since 2013 there have been flooding events and investigations as well as updates to guidance, strategies, and policy context:

- Defra's Non-Statutory Technical Standards for Sustainable Drainage Systems (SuDS)[4].
- National Flood and Coastal Erosion Risk Management (FCERM) Strategy[5] and Roadmap[6]
- National Planning Policy Framework[7] and Planning Practice Guidance[8]
- Defra Climate Change Adaptation Plan[9]
- Thames River Basin Flood Risk Management Plan 2021 to 2027[10]
- Thames Catchment Flood Management Plan[11]
- Thames Estuary 2100 (TE2100) Plan[12] and the 2023 update[13].
- London Strategic Flood Response Framework[14]
- Thames Water Drainage and Wastewater Management Plan[15]
- London Plan 2021[16]
- London Regional Flood Risk Appraisal[17]
- Havering Local Plan 2016-2023[18].
- Havering Strategic Flood Risk Assessment[19]
- Havering Multi Agency Flood Plan 2017[20]
- Havering Emergency Planning Handbook[21]

[4] Department for Environment, Food and Rural Affairs, *Non-statutory technical standards for sustainable drainage systems*, March 2015, https://assets.publishing.service.gov.uk/media/5a815646ed915d74e6231b43/sustainable-drainage-technical-standards.pdf

[5] Environment Agency, *National Flood and Coastal Erosion Risk Management Strategy for England: Executive Summary*, June 2022, https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2/national-flood-and-coastal-erosion-risk-management-strategy-for-england-executive-summary

[6] Environment Agency, *Flood and Coastal Erosion Risk Management Strategy Roadmap to 2026,* https://assets.publishing.service.gov.uk/media/629de862e90e07039c27b440/FCERM-Strategy-Roadmap-to-2026-FINAL.pdf

[7] Department for Levelling Up, Housing and Communities, National Planning Policy Framework, https://www.gov.uk/guidance/national-planning-policy-framework

[8] Department for Levelling Up, Housing and Communities*, Flood Risk and Coastal Change*, 6th March 2014, https://www.gov.uk/guidance/flood-risk-and-coastal-change

[9] Defra, *Climate Change Adaptation: Policy Information*, 11th August 2022, https://www.gov.uk/government/publications/climate-change-adaptation-policy-information/climate-change-adaptation-policy-information

[10] Environment Agency, *Thames River Basin District Flood Management Plan 2021 to 2027*, December 2022, https://assets.publishing.service.gov.uk/media/6380a45d8fa8f56ea9d462d8/Thames-FRMP-2021-2027.pdf

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[12] Environment Agency, Thames Estuary 2100 (TE2100), https://www.gov.uk/government/collections/thames-estuary-2100-te2100

[13] Defra, *Major updates to Thames Estuary 2100 from 2012 to 2023*, April 2023, https://www.gov.uk/guidance/major-updates-to-thames-estuary-2100-from-2012-to-2023

[14] London Resilience, London Strategic Flood Response Framework, 2020 https://www.london.gov.uk/sites/default/files/london_strategic_flood_response_framework_2020_v3.2.pdf

[15] DEFRA, Drainage & Wastewater Management Plans: Guiding Principles for the Water Industry https://www.gov.uk/government/publications/drainage-and-wastewater-management-plans-guiding-principles-for-the-water-industry

[16] Greater London Authority, The London Plan 2021, March 2021, https://www.london.gov.uk/sites/default/files/the_london_plan_2021.pdf

[17] Greater London Authority, *London Regional Flood Risk Appraisal,* August 2014, https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Regional%20Flood%20Risk%20Assessment%20-%20First%20Review%20-%20August%202014.pdf

[18] London Borough of Havering, *Havering Local Plan 2016-2031 Adopted November 2021*, https://www.havering.gov.uk/downloads/file/5300/havering_local_plan_2016_-_2031.pdf

[19] London Borough of Havering, Strategic Flood Risk Assessment, 2017 https://www.havering.gov.uk/downloads/download/153/strategic_flood_risk_assessment_2017

[20] Havering London Borough, *Multi-Agency Flood Plan for London Borough of Havering*, August 2017, https://www.havering.gov.uk/downloads/file/5785/multi-agency_flood_plan_-_august_2017.pdf

[21] London Borough of Havering, *Emergency Planning Handbook*, https://www.havering.gov.uk/downloads/file/5738/emergency_planning_handbook

- Havering LFRMS 2015
- Havering Climate Emergency Action Plan 2024-2027[22]
- Havering's Surface Water Management Plan 2013 and the reviewed SWMP
- Section 19 of the Flood and Water Management Act 2010 (FWMA 2010) Flood Investigation Reports[23] [24] [25].

Section 9 of the FWMA 2010[26] requires the LLFA to develop, maintain, apply, and monitor a LFRMS. The previous LFRMS was published in 2015. The SWMP provides an important evidence base for the review of the LFRMS. Existing problems are highlighted in the SWMP and can be used to inform planning decisions. Both documents complement other plans and polices on flood risk in the Borough.

1.5 Study Area

In this SWMP the study area is the administrative boundary for the London Borough of Havering (LBH).

Location and Characteristics

The LBH is located in Northeast London, England on the north bank of the river Thames. The Borough is bordered by the London Borough of Redbridge, London Borough of Barking and Dagenham and Essex County. It is the third largest Borough in London covering 112.3 km^2 [27], with a population of 262,100[28].

The London Borough is characterised by its suburban location. Around 60% of the Borough is open green space mainly located in the east. There are strict Green Belt restrictions to prohibit the extension of developments. In contrast to this, the principal town of Romford, which is in the west of the Borough, is densely populated. The southern part of Borough is adjacent to the River Thames and in the London Riverside section of the Thames Gateway redevelopment areas, so will be an area of increasing development and population pressures.

The rivers Rom, Ravensbourne and Ingrebourne flow north to south in the Borough and are all tributaries of the river Thames. The River Rom forms the boundary between the LBH and London Borough of Barking and Dagenham.

[22] London Borough of Havering, Havering Climate Emergency Action Plan 2024-2027, 2024 https://www.havering.gov.uk/downloads/file/6573/climate_change_action_plan_2024_to_2027

[2] Jacobs U.K Limited, Havering Flooding, *June 2016 Flood Investigation Report*, 20th January 2017, www.havering.gov.uk/download/downloads/id/675/havering_2016_flood_investigation_report.pdf

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[25] Jacobs Ltd, *London Borough of Havering Section 19 Flood investigation Report*, 11th October 2023, www.havering.gov.uk/download/downloads/id/6454/havering_2022_flood_investigation_report.pdf

[26] Flood and Water Management Act 2010, *Section 9*, 2010, www.legislation.gov.uk/ukpga/2010/29/section/9

[27] Areas. London, *Havering Area Guide,* 23RD April 2023, https://areas.london/havering-area-guide/#:~:text=Havering%20is%20112.3%20km2%2C%20making%20it%20the%203th,31%20as%20the%20most%20populous%20per%20km2%20Borough.%3E.

[28] Office for National Statistics, *Census 2021*, 19th January 2023, https://www.ons.gov.uk/visualisations/censusareachanges/E09000016/

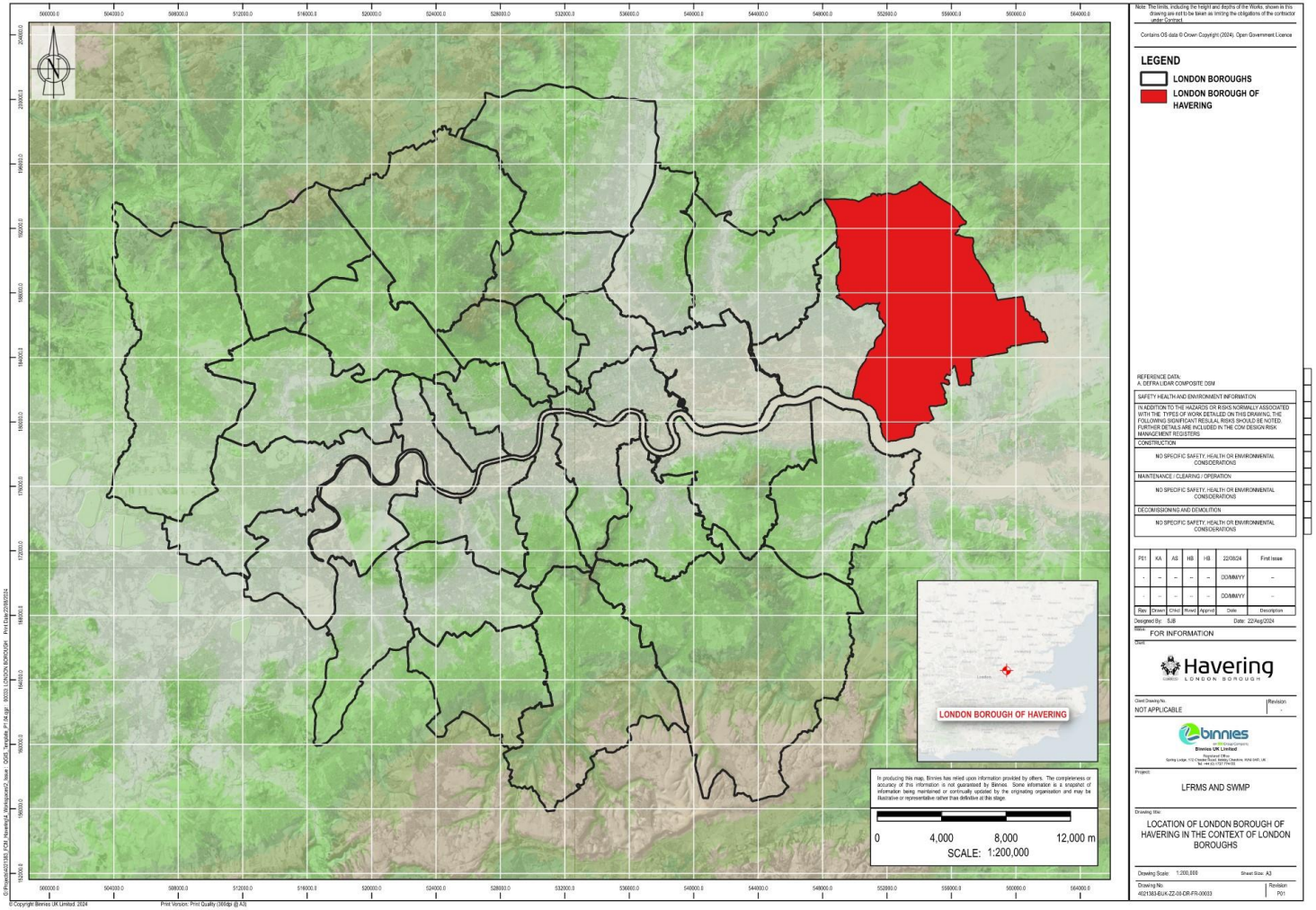

Figure 1.5-1: Location of the London Borough of Havering in the context of London Boroughs (not to scale, see A3 scaled maps in Appendix G)

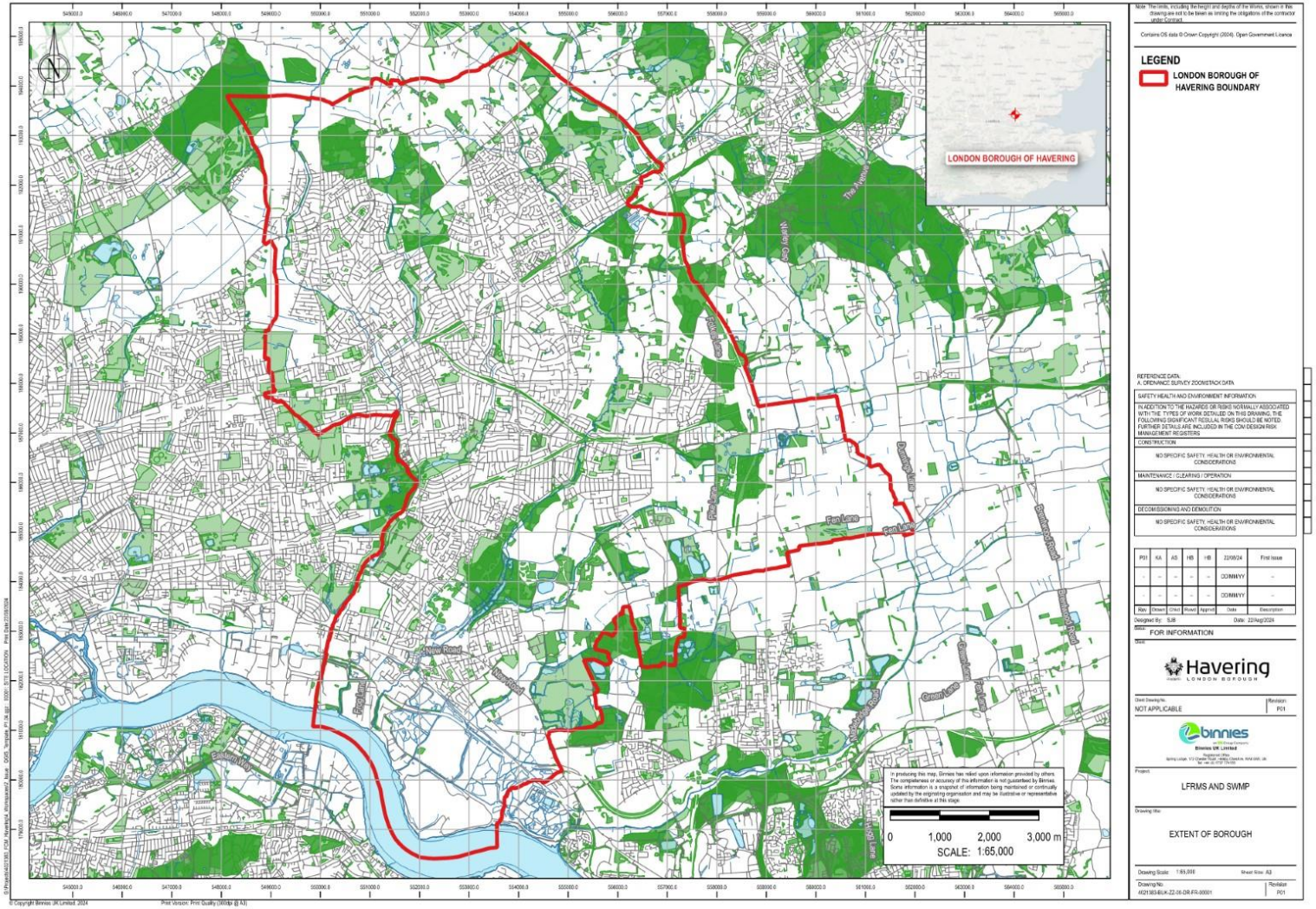

Figure 1.5-2: Extent of Borough (not to scale, see A3 scaled maps in Appendix G)

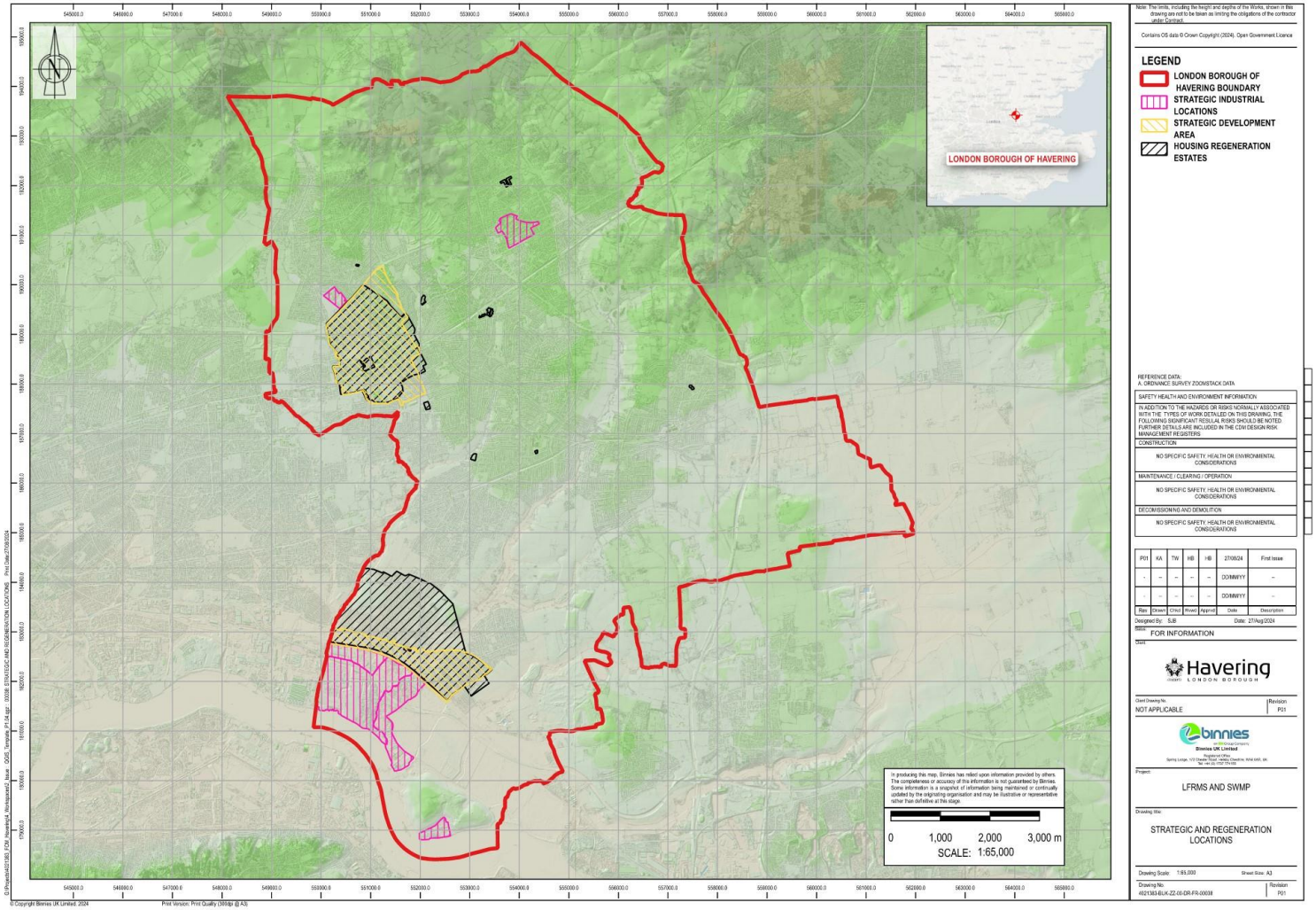

Figure 1.5-3: Strategic Development and Regeneration Areas (not to scale, see A3 scaled maps in Appendix G)

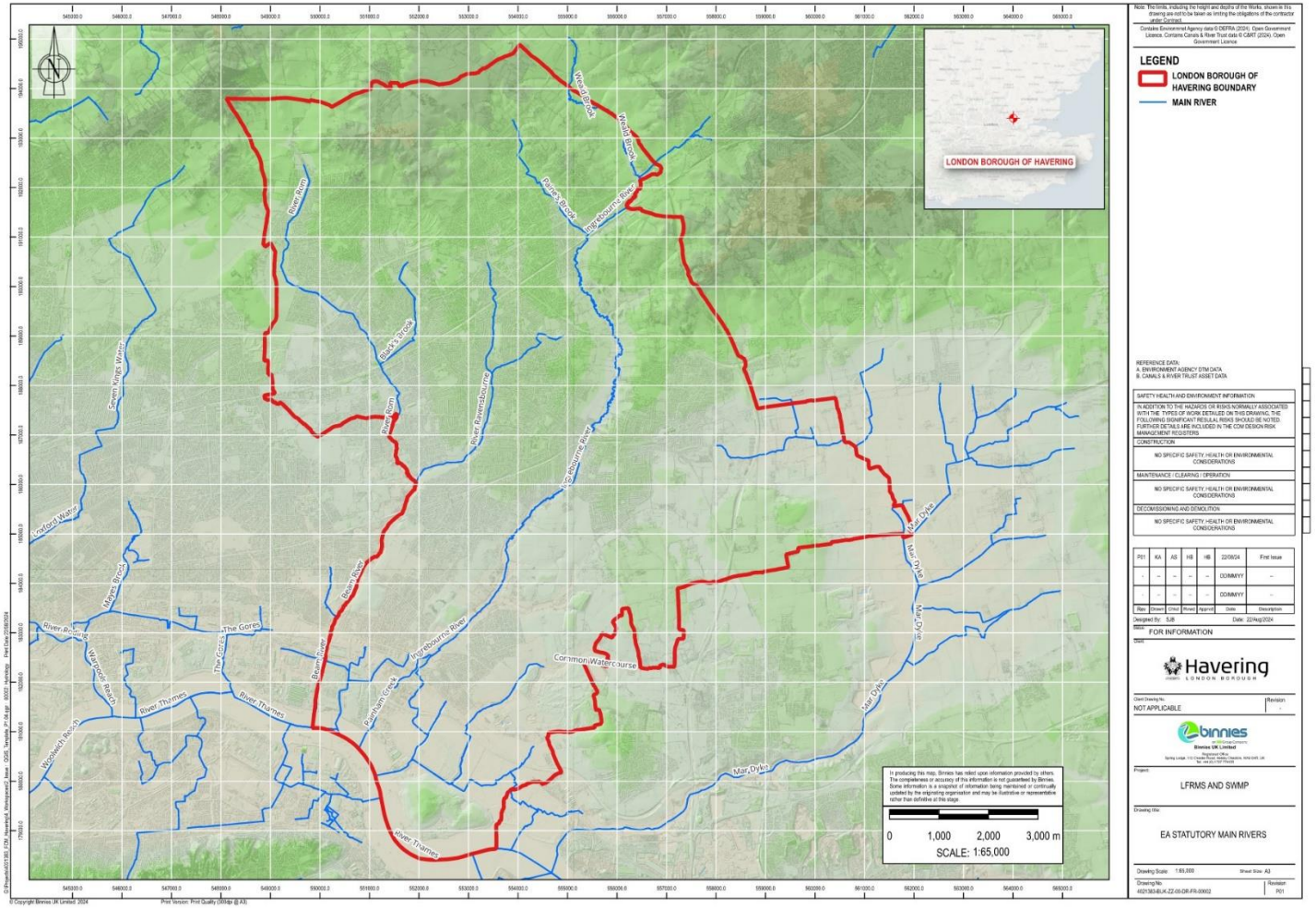

Figure 1.5-4: EA Statutory Main River (not to scale, see A3 scaled maps in Appendix G)

Future Development Plan

The Havering Local Plan 2016-2031[29] covers two strategic Development Areas: Romford Strategic Development Area and Rainham and Beam Park Strategic Development Area.

Romford Strategic Development Area is in Havering's largest town and is one of outer London's major growth and regeneration areas. Over the next 15 years LBH will work with its partners to facilitate housing and economic growth, alongside new and enhanced supporting infrastructure.

The Rainham and Beam Park Strategic Development Area will provide the opportunity for major growth and regeneration. This will be achieved by establishing an exciting new residential neighbourhood linked to the construction of a new railway station in the Essex Thameside line at Beam Park. The development is located within the London Riverside Opportunity Area identified in the London Plan to provide new homes and jobs. In addition, Rainham and Beam Park is one of the Greater London Authority (GLA) Housing Zones which is providing investment to help secure and accelerate the delivery of new homes.

1.6 Flooding Interactions/Flooding Sources

Surface water flooding is the main risk source in London[30]. However, in LBH the main flooding risk source is tidal. Havering has experienced flooding from fluvial, tidal surface water, sewer, and groundwater sources. These sources interact in certain scenarios causing complex flooding. Flooding events recorded by LBH in their 'Flood Incident Register 2007-2023' show that surface water flooding is the most observed source of flooding in Havering, followed by sewer and fluvial sources. The least common source is groundwater flooding and there are no records of tidal flooding since 2007.

[29] London Borough of Havering, *Havering Local Plan 2016-2031 Adopted November 2021,* https://www.havering.gov.uk/downloads/file/5300/havering_local_plan_2016_-_2031.pdf

[30] London Councils, *Managing Flood Risk in London*, https://www.landofthefanns.org/

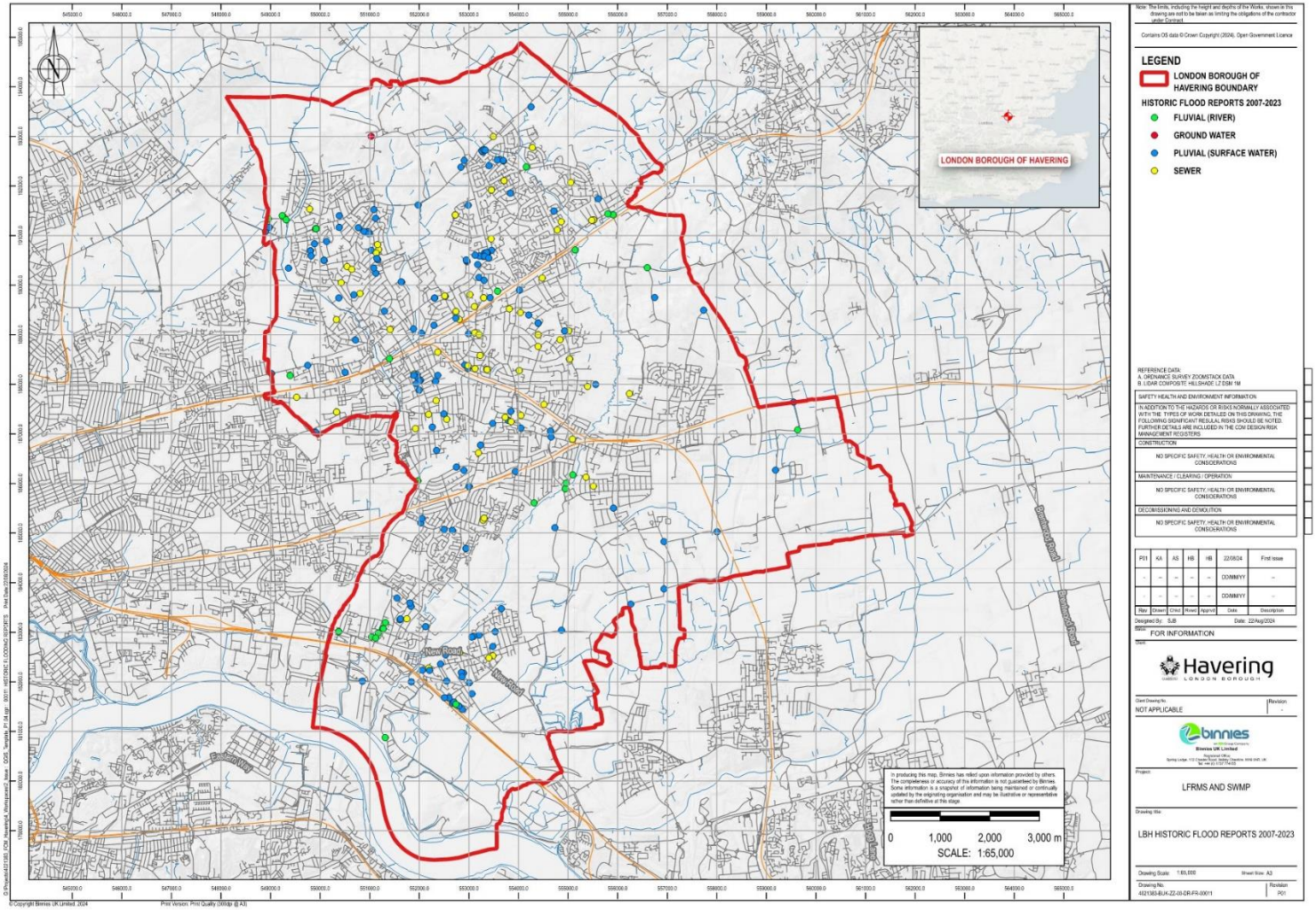

Figure 1.6-1: LBH Historic Flood Reports 2007-2023 (not to scale, see A3 scaled maps in Appendix G)

2. Phase 1: Preparation

Phase 1 of the SWMP focuses on understanding and need, scoping and requirements for the review of the SWMP. This involves working with relevant stakeholders to agree the scope, aims and objectives, and to understand the information available and current knowledge of surface water flooding. This will support the decision of the level of assessment required for the review of the SWMP.

2.1 Partnership Working

Stakeholder Engagement

Several stakeholders were engaged and updated from the start and throughout the process to access information and ensure that the objectives and actions produced are appropriate and realistic.

A stakeholder engagement plan was created to identify the stakeholders that would be affected by the outcomes of the plan, enabling them to be engaged through the process of producing the SMWP. The Stakeholder Engagement Plan covers the individual stakeholder details, what their interest is in the project, what they would want from the project, what is expected from them and methods of communication for each.

The stakeholders involved in the preparation of the Surface Water Management Plan are:

- Thames Water,
- Anglian Water,
- Environment Agency,
- LBH Lead Local Flood Authority,
- LBH Planning,
- LBH Emergency Planning,
- LBH Highways,
- LBH Parks and Environment,
- LBH Lead Members,
- Greater London Authority (GLA).

Other stakeholders will be involved during the consultation on the SWMP and the LFRMS. This will include neighbouring LLFAs, businesses and householders, statutory consultees in the SEA process, etc.

Partnership roles and responsibilities

Stakeholders and Risk Management Authorities (RMA) have various roles and responsibilities to help coordinate flood risk management. Their aim is to collaborate and share knowledge to ensure effective drainage and flood prevention. Please note that the tables below show all flood risk stakeholders and their roles and responsibilities. This does not mean that all of them but not all of them are required to participate in the review of LBH SWMPs.

Table 2.1.1: Risk Management Authorities and Responsibilities

RMA	Powers and Responsibilities
LLFA	LLFAs are responsible for: • Preparing flood risk documents: Preliminary Flood Risk Assessments. • Publishing and updating the LFRMS. • Managing local flood risk. • Maintaining an asset register. • Investigating and publishing reports on local flood incidents. • Communicating and partnership working with other RMAs. • Acting as a statutory consultee for surface water in the planning process. This duty may change if the Government enacts Schedule 3 of the FWMA 2010 as it includes the role of the Sustainable Drainage System (SuDS) Approval Body (SAB). The SAB will then become the body to approve all major construction work which has drainage implications and ensure that any adopted SuDS schemes are properly maintained. Currently, the LLFAs are approving drainage strategies for major development in England. LLFA have powers to: • Regulate ordinary watercourses to ensure the flow. • Designate flood risk management structures. • Do works to manage flood risk. • Request information from other RMAs and stakeholders. • Make byelaws • Support emergency planning response but they are not first respondents.
Emergency Planning	'Category 1' responders to emergencies are local authorities, the Environment Agency and emergency services. They are responsible for: • Undertaking risk assessments. • Manage business continuity. • Carry out emergency planning. • Warn and advise the public during times of emergency.
Highways Authorities	The authorities (National Highways and LBH Highways Department) provide and manage highway drainage and roadside ditches, ensuring that road projects do not increase flood risk on highways.
Thames Water (TW) Anglian Water	Both water companies are responsible for managing the risks of flooding from piped, foul, or combined sewer systems, as well as managing the risk of flooding to water supply and sewerage facilities.
Environment Agency (EA)	The EA is the principal flood risk management authority in England. Responsible for a strategic overview of the management of all sources of flooding and coastal erosion. Their responsibilities include: • Developing and applying the national flood and coastal erosion risk management strategy.

RMA	Powers and Responsibilities
	• Supporting Regional Flood and Coastal Committees (RFCCs) in the allocation of national government funding to projects to manage flood and coastal erosion risks from all sources. • Managing flood risk from main rivers and coastal sources. • Strategic overview of surface water flooding.
Neighbouring LLFAs	They can provide information of flooding issues that could affect the LBH and collaborate in joint flood risk projects.
Transport for London (TfL)	Transport for London oversees a vast network of roads, tunnels, bridges, and public transport infrastructure across London. It collaborates with local authorities, water companies, and other stakeholders to ensure effective drainage and flood prevention. Promotes the use of drainage systems to prevent flooding on roads and other transport routes.

Table 2.1.2: Other Important Flood Risk Stakeholders' Powers and Responsibilities

Other Flood Risk Stakeholders	Powers and Responsibilities
Historic England	They provide guidance to those who manage historic buildings threatened by flooding which covers both preventative measures and post flooding actions. They are also statutory consultees for the Strategic Environmental Assessment process.
Planning Authority	Support flood risk management by: • Taking flooding into account when developing local plans. • Working with the SAB/LLFAs to ensure planning applications address surface water flooding properly and incorporate SuDS. • Consider flood risk assessments submitted in support of applications. • Develop flood risk and water evidence base and guidance such as Strategic Flood Risk Assessments, Sequential Tests, Integrated Water Management Strategies, Strategic Environmental Assessments, Supplementary Planning Documents. • Produce Waste Plans and Local Plans which contain local planning policies to address flood risk and implement SuDS.
Businesses and Households	They are responsible for understanding their risk of flooding, its consequences, to have adequate flood risk insurance and to be prepared in case of flooding.
Greater London Authority (GLA)	They do not have a duty to manage flood risk, but they can investigate London flooding (2021[31]) and support LLFAs by providing information and funding for projects and studies.

[31] Greater London Authority, *Surface Water Flooding in London: Roundtable Progress Report*, 2022, https://www.london.gov.uk/sites/default/files/flooding_progress_report_final_1.pdf

2.2 Setting Aims and Objectives

As the review of the LFRMS and the SWMP was undertaken at the same time, two stakeholder workshops were held to explain how the review would take place and to discuss LBH priorities. The information from the workshops was used to set the joint aims and objectives of the LFRMS and the SWMP, grouped into the seven categories shown on the table below.

Table 2.2.1: Aims and Objectives

Category	SWMP and LFRMS Aims	Objectives
Flood Risk	Increasing understanding and knowledge of flood risk in the Borough.	Over the plan period (2030), we will have increased awareness of flood risk in the Borough with internal and external stakeholders and members of the public. Over the plan period (2030), we will work together with internal and external stakeholders to manage flooding from all sources in the Borough.
	Encourage working collaboratively internally and externally.	
	Manage and reduce flood risk.	
LLFA Duties	Understanding of what LLFA duties are and how they are implemented.	Over the plan period (2030), we will increase understanding internally and externally of the Lead Local Flood Authority role.
Environment	Prioritise NFM projects across the Borough.	Over the plan period (2030), we will deliver a prioritised programme of works to alleviate flooding, including natural flood management measures.
Highways	Address flood risk to reduce flooding on highways.	Over the plan period (2030), we will embed actions to reduce flood risk into our approach to manage the highways network.
Asset Management	Understanding what assets, the LLFA owns, manages and maintains.	Over the plan period (2030), we will work with internal and external stakeholders to take a consistent and prioritised approach to managing drainage and flood risk assets in the Borough, with an emphasis to maintenance of existing drainage infrastructure, including watercourses.
Planning	Ensure more sustainable planning decisions.	Over the plan period (2030), we will integrate policies and guidance to reduce flood risk through new development into our approach as a Local Planning Authority.
	Improved preparedness and resilience to flooding	Over the plan period (2030), we will work with Local Resilience Forum partners, businesses and residents, to improve our preparedness, resilience, and response to flood events.
Economic	Economically sustainable response to flood risk.	Over the plan period (2030), we will take a risk-based approach to managing flood risk across the Borough

2.3 Data Collection

Data was requested from the following stakeholders:

- London Borough of Havering
- Thames Water (TW)
- Anglian Water
- Environment Agency (EA)
- GLA

A breakdown of the data requested is shown in Appendix A

2.4 Data Review

All data received was recorded on a data register. A data gap analysis was completed to identify gaps within the data received, based on information required for the SWMP and LFRMS. The datasets used are summarised below:

Ordnance Survey (OS) MasterMap data were used to extract building extent information.

National Receptor Database (NRD) was used to extract all residential and commercial properties.

EA Risk of Flooding from surface water extents maps were used to extract the properties at risk of flooding. The Risk of Flooding from Surface Water information assesses rainfall flooding scenarios with the following chance of occurring in any given year:

- 3.3 % (1 in 30)
- 1% (1 in 100)
- 0.1% (1 in 1000)

EA Risk of flooding from Wet and Dry Day Reservoir maps were used to extract and identify the number of properties at risk of flooding from reservoirs. 'Dry-day' scenario predicts flooding when rivers are at normal level levels and 'wet day' scenario predicts flooding if a river is experiencing an extreme natural flood.

EA Risk of flooding from Groundwater maps were used to extract and identify the number of properties which are in areas susceptible to groundwater flooding for four different categories (based on proportion of each 1km grid square that is susceptible to groundwater flood emergence):

- Less than 25%
- 25-50%
- 50-75%
- More than 75%

EA Risk of flooding from Rivers and Sea maps were used to extract and identify the number of properties at risk of flooding from rivers and sea for four likelihood categories:

- High - chance of flooding of greater than 1 in 30 year (3.3%).
- Medium - chance of flooding of between 1 in 30 year (3.3%) and 1 in 100 year (1%).
- Low - chance of flooding of between 1 in 100 year (1%) and 1 in 1000 year (0.1%).
- Very low - chance of flooding of less than 1 in 1000 year (0.1%).

LBH Flood Incident records contain data for all flooding incidents reported to the council between 2007-2023. This data was used to verify the Communities at Risk analysis output (see Appendix B) by comparing to actual events that have occurred in the Borough.

LBH Asset Register records provided information to support the analysis.

3. Phase 2: Risk Assessment

Phase 2 of the SWMP uses the outputs from the preparation phase to identify the level of risk assessment needed. Section 3.1 explains the different levels that can be undertaken depending on the agreed level of detailed needed. The findings from the risk assessment should be shared with all stakeholders involved and the public.

3.1 Risk Assessment levels

SWMPs can include different risk assessment levels depending on the level of detail and the geographic scale. The table below includes the various levels of assessment for a SWMP.

Table 3.1.1: Levels of Assessment in a SWMP study (Surface Water Management Plan) [32]

Level of Assessment	Outputs
Strategic Assessment	• A broad understanding of locations which are more vulnerable to surface water flooding. • Prioritised list for further assessment. • Provide outline maps for spatial and emergency planning.
Intermediate Assessment	• Identify flood hotspots which might require further analysis through detailed assessment. • Identification of immediate mitigation measures which can be implemented. • Outputs should be used to inform spatial and emergency planning.
Detailed Assessment	• Detailed assessment of the causes and consequences of flooding, which can be used to understand the flooding, and to test mitigation measures

An intermediate assessment was agreed by the stakeholders as it reflected the local needs better and provided the most cost-effective assessment. The aim of the intermediate risk assessment is to increase the understanding of surface water flood risk in the Borough and identify surface water flooding hotspots. An intermediate assessment is appropriate for a Borough scale assessment. This will identify 'local' hotspots that are likely to be at a higher risk of surface water flooding and will be sufficient to identify mitigation measures.

3.2 Intermediate Assessment methodology

The previous 2011 SWMP was a London-wide analysis, with a borough-level output for each borough, including Havering. This analysis identified properties, businesses and infrastructure at risk from surface water flooding (using a direct rainfall model) and defined Critical Drainage Areas (CDAs) within each borough. The CDAs are intended to define areas of significant flood risk. However, the resulting CDAs for Havering cover nearly the whole of the borough and

[32] Defra *Surface water management plan technical guidance, 2011* https://www.gov.uk/government/publications/surface-water-management-plan-technical-guidance

therefore the feedback from the Council is that they do not provide a useful output for determining where to prioritise resources or where further action is required.

Therefore, the flood risk analysis undertaken for this updated SWMP was developed to provide more localised results. The analysis identifies groups of properties more vulnerable to surface water flooding, sometimes referred to as hotspots.

GIS analysis was used to identify the ground level commercial and residential properties shown to be at risk of flooding in the 1 in 30-, 100-, and 1000-year surface water flood scenarios. Groups of 20 or more of these properties within close proximity were then identified as 'Communities at Risk'. The Communities at Risk have been classified into 20-50, 50-100 and over 100 properties at risk within the group, to allow identification of those at highest risk.

The detailed methodology for the analysis including its assumptions and limitations can be found in Appendix B.

The summary results of the analysis have been presented throughout this report based on the previously designated Critical Drainage Areas, as they form a reasonable breakdown of the Borough by surface water catchment.

3.3 Risk Overview of Different Sources of Flooding

To enable a reasonable comparison of the impact of the different sources of flooding across Havering, Table 3.3.1: below sets out the total numbers of properties at risk of flooding from each source of the main sources of flooding, under a range of scenarios.

Table 3.3.1: Number of Properties at Risk of Flooding

Source of Flooding	Likelihood	Number of Properties at Risk
Surface Water	1 in 30	2,896
	1 in 100	7,515
	1 in 1000	24,409
Rivers and Sea	High - Greater than 1 in 30 (3.3%)	333
	Medium - 1 in 30 (3.3%) to 1 in 100 (1%)	651
	Low - 1 in 100 (1%) to 1 in 1000 (0.1%)	565
	Very low - Less than 1 in 1000 (0.1%)	3,009
Groundwater	<25% (lowest)	23,361
	25-50%	23,134
	50-75%	19,827
	>75% (highest)	23,157
Reservoir	Dry	784
	Wet	764

3.4 Results of Communities at Risk Analysis

Table 3.4.1 below sets out the results of the Communities at Risk analysis for surface water flood risk for the whole Borough. 2% of all properties within the Borough are at risk during a 1 in 30-

year surface water flooding scenario. The risk increases to 8% in a 100-year surface water flooding scenario and 25% in a 1 in 1000-year surface water scenario.

Table 3.4.1: Summary of Communities at Risk and number of properties at risk

	1 in 30-year event	1 in 100-year event	1 in 1000-year event
Communities at Risk within the Borough	7	52	231
Total properties at risk within the Communities at Risk	643	3056	16278
Total properties at risk across the Borough	2,896	7,515	24,409

Maps in figures 3.4-1 to 3.4-3 show the locations of these Communities at Risk for each scenario.

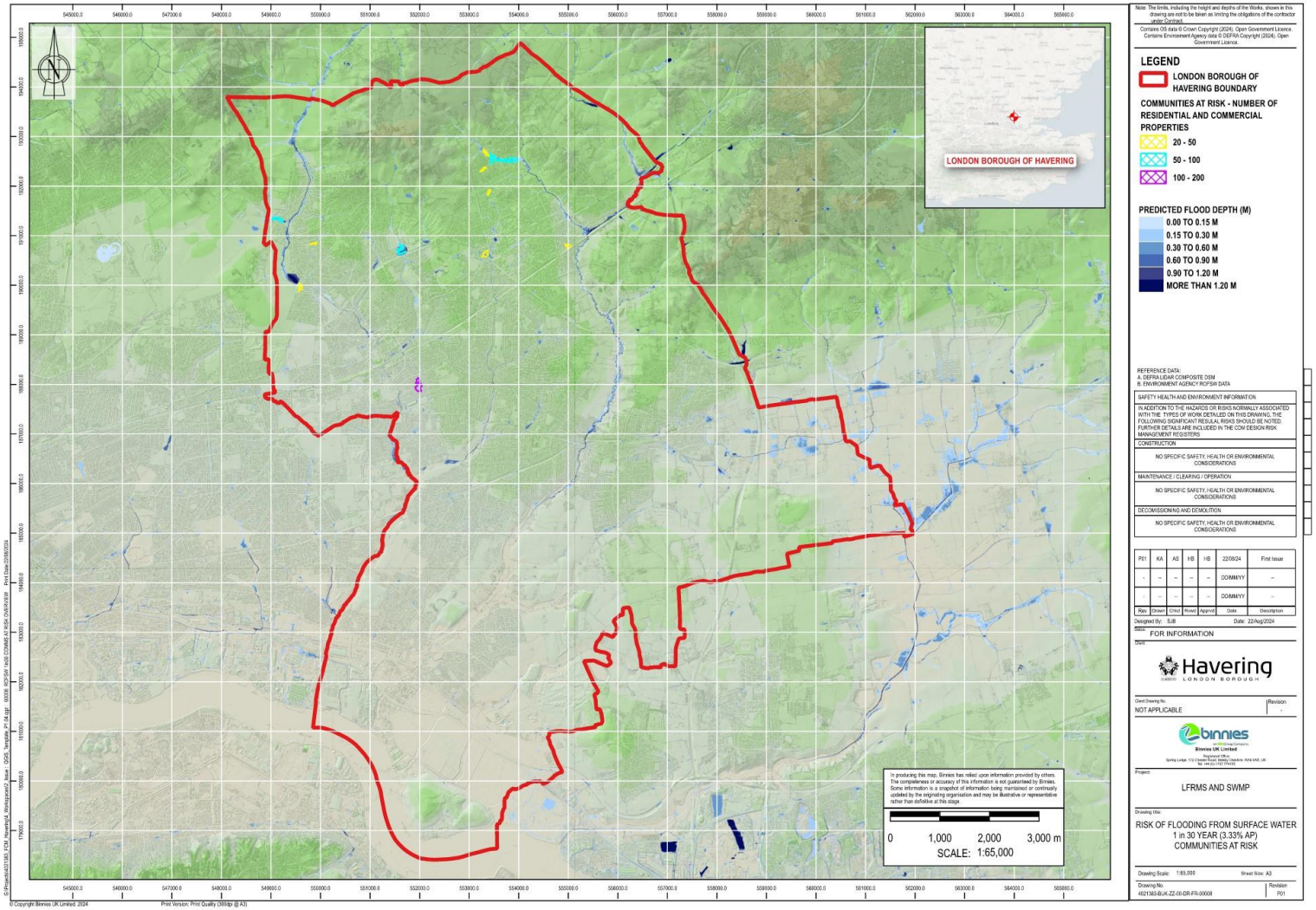

Figure 3.4-1: Risk of Flooding from Surface Water 1 in 30 YEAR (3.33% AP) Communities at Risk (not to scale, see A3 scaled maps in Appendix G)

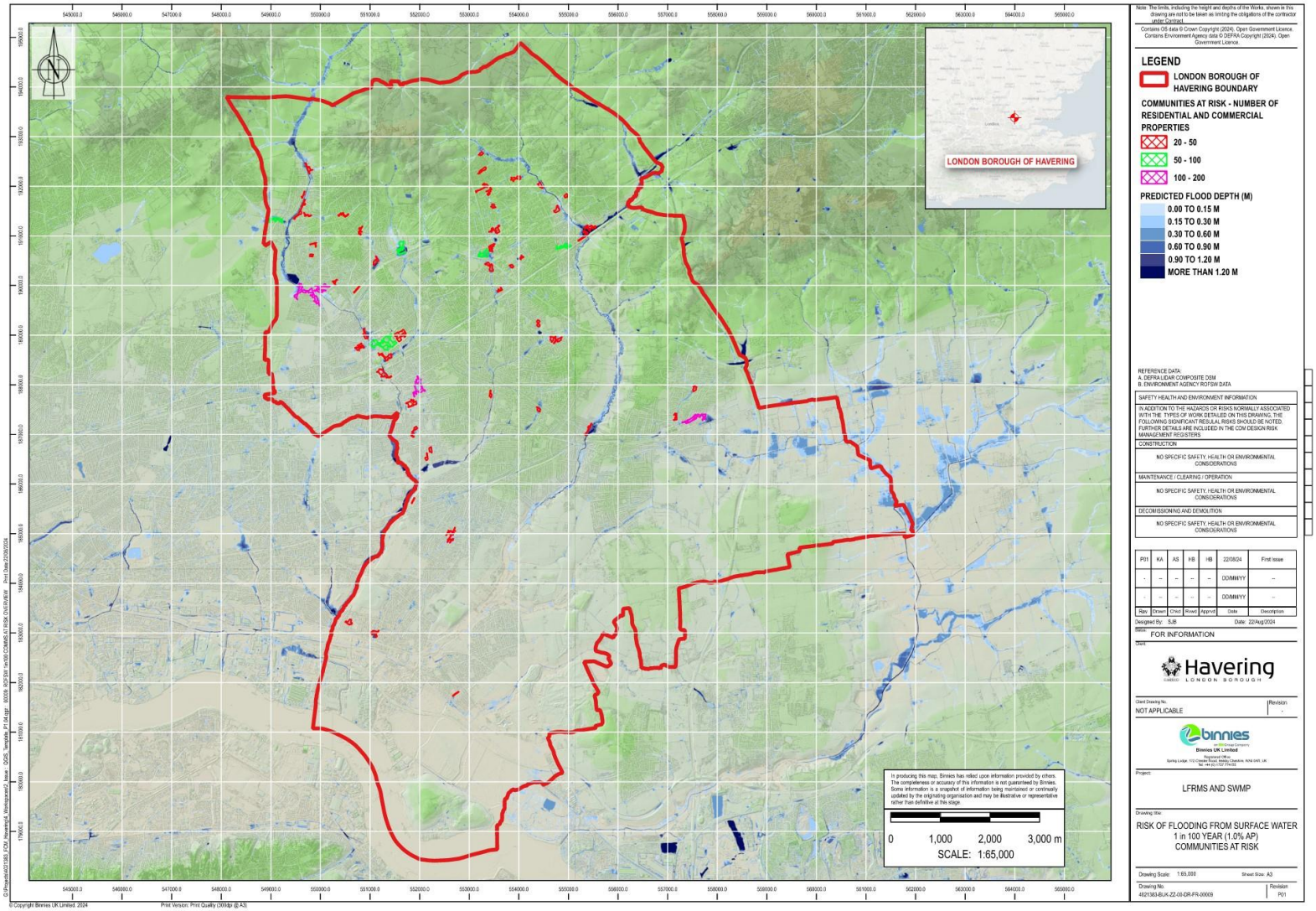

Figure 3.4-2: Risk of Flooding from Surface Water 1 in 100 YEAR (1.0% AP) Communities at Risk (not to scale, see A3 scaled maps in Appendix G)

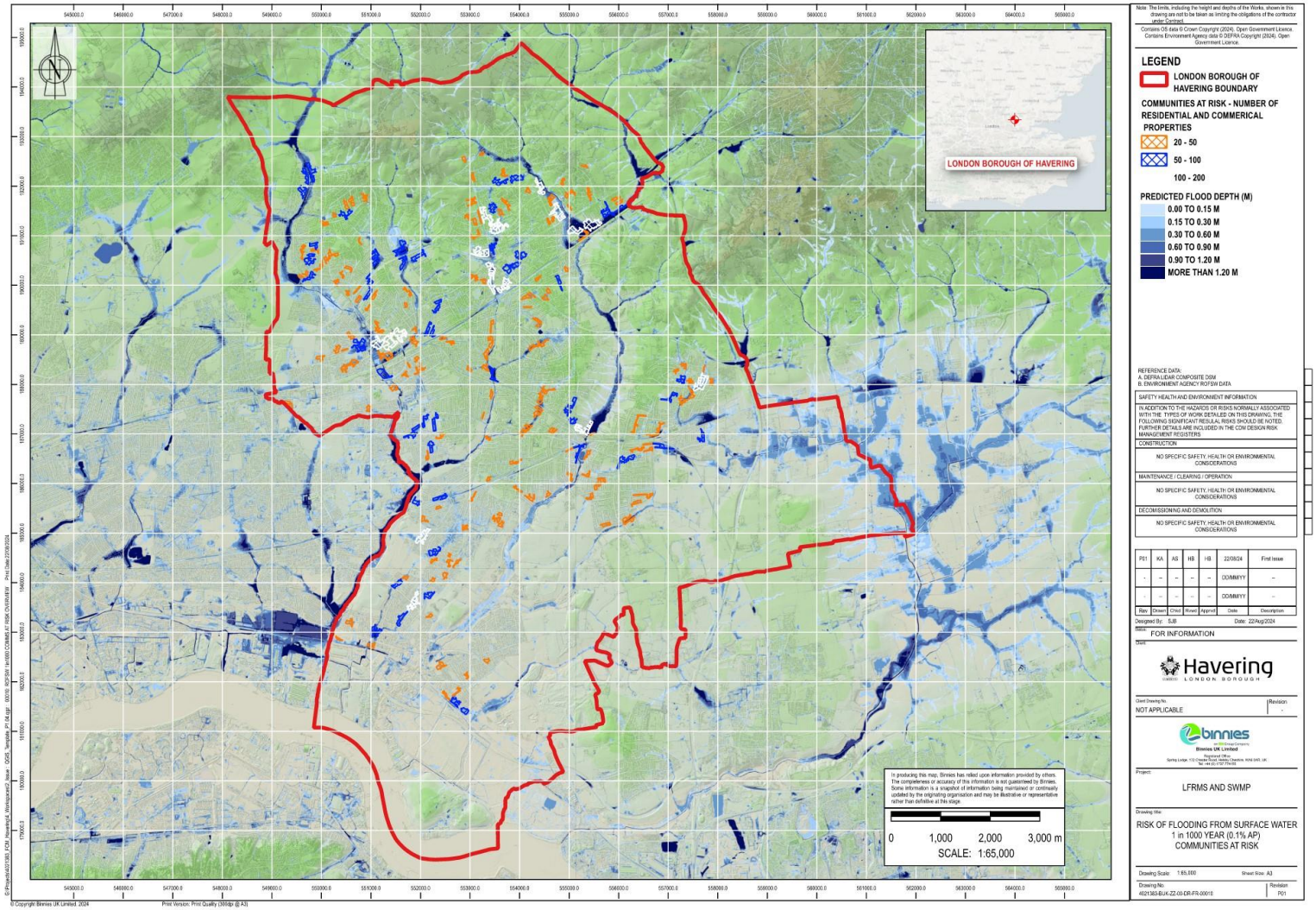

Figure 3.4-3: Risk of Flooding from Surface Water 1 in 1000 YEAR (0.1% AP) (not to scale, see A3 scaled maps in Appendix G)

3.5 Prioritisation of Critical Drainage Areas

The previous SWMP identified twenty-three CDAs. The 'Communities at Risk' analysis shows that eight CDAs have Communities at Risk for the 1 in 30-year surface water flooding scenario and fifteen CDAs contain Communities at Risk for the 1 in 100-year surface water flooding scenario, and therefore these CDAs could be considered as more vulnerable. The CDAs which contain 'Communities at Risk' in 1 in 30- and 100-year surface water flooding scenarios have remained as CDAs and the CDAs which do not have 'Communities at Risk' have been renamed as 'Drainage Areas'. The tables below show the Drainage Areas and the updated CDAs. For consistency with the previous SWMP, the name and reference number of the areas has remained the same.

Table 3.5.1: Drainage Areas

Drainage Areas
012 – Parsoles Park
013 – West Romford
019 – Heath Park
022 – Dagenham
024 – Hornchurch
030 – Hacton
032 – Corbets Tey
035 – Upminster

Table 3.5.2: Prioritised Critical Drainage Areas

Priority	Critical Drainage Areas	Number of Properties at Risk
1 (Highest)	014 – River Rom and Beam River	1,964
2	036 – Ingrebourne	1,058
3	025 – Gallows Corner	748
4	023 – Elm Park	574
5	018 – Cranham	446
6	026 – Harold Hill North	400
7	005 – Ardleigh Green East	298
8	038 – Heath Park North	268
9	034 – Thames	257
10	040 – Harold Hill South	250
11	037 – River Ravensbourne	220
12	016 – Rise Park West	201
13	017 – Rise Park	150
14	039 – Heath Park South	122
15 (Lowest)	015 – Havering Park	113

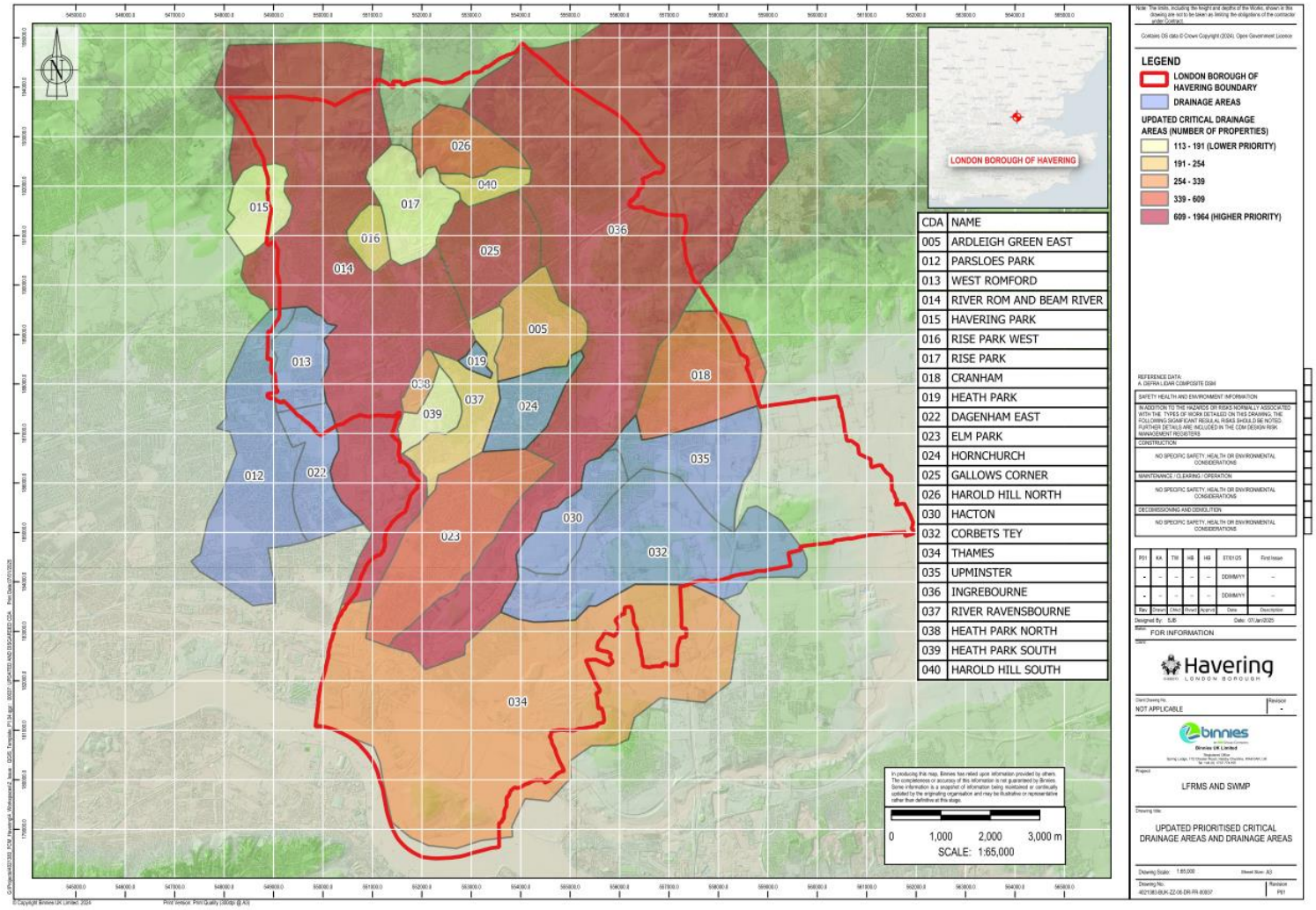

Figure 3.5-0-1: Updated Prioritised Critical Drainage Areas and Drainage Areas (not to scale, see A3 scaled maps in Appendix G)

3.6 Summary of Risk per CDA

Appendix C sets out full details of the flood risk analysis for each CDA, showing the number of infrastructure and homes at risk of flooding, an explanation of flood risk in the CDA, the outputs of the Communities at Risk analysis and the supporting maps.

The table below gives an overview of the risk of surface water flooding for the CDAs. It shows the communities, properties, and critical infrastructure (including public/community facilities, education, health and care facilities, major roads, and emergency services) at risk in each CDA and the total. Further information about the CDAs is given in Appendix C.

Table 3.6.1: Summary of Risk per CDA

CDA	1 in X-year Scenario Event	Communities at Risk	Properties at Risk	Critical Infrastructure at Risk
005 - Ardleigh Green East	**30**	0	98	1
	100	2	298	6
	1000	9	980	11
014 – River Rom and Beam River	**30**	2	756	28
	100	14	1,964	43
	1000	63	5,919	75
015 – Havering Park	**30**	1	72	1
	100	1	113	1
	1000	1	198	2
016 – Rise Park West	**30**	0	76	1
	100	2	201	1
	1000	3	592	2
017 – Rise Park	**30**	1	98	2
	100	1	150	2
	1000	3	292	3
018 – Cranham	**30**	0	136	3
	100	2	446	6
	1000	17	1,357	9
023 – Elm Park	**30**	0	119	10
	100	2	574	20
	1000	26	3,035	33
025 – Gallows Corner	**30**	1	287	5
	100	6	748	8
	1000	18	2,213	16
026 – Harold Hill North	**30**	4	271	3
	100	3	400	3
	1000	4	682	4

CDA	1 in X-year Scenario Event	Communities at Risk	Properties at Risk	Critical Infrastructure at Risk
034 – Thames	**30**	0	55	11
	100	2	257	21
	1000	9	983	30
036 – Ingrebourne	**30**	1	387	18
	100	6	1,058	32
	1000	37	3,659	48
037 – River Ravensbourne	**30**	0	79	2
	100	3	220	2
	1000	10	919	7
038 – Heath Park North	**30**	1	129	2
	100	2	268	2
	1000	2	621	3
039 – Heath Park South	**30**	0	53	2
	100	1	122	4
	1000	5	470	5
040 – Harold Hill South	**30**	0	110	1
	100	4	250	5
	1000	6	573	7
Total	**30**	13	2,726	90
	100	51	7,069	156
	1000	213	22,493	255

3.7 Climate Change

The Intergovernmental Panel on Climate Change (United Nations body for assessing the science related to climate change) explains in its latest report[33] that continued greenhouse gas emissions will lead to average increases in global temperatures reaching 1.5°C soon. This will increase moisture in the atmosphere leading to heavier and more frequent storms. Heavier storms will overwhelm existing drainage systems and lead to surface water flooding more often. This was clearly seen in the London 2021 flooding.

In 2022, the National Infrastructure Commission reported[34] that about 325,000 properties are in areas at the highest risk of surface water flooding in England. Without action, up to 295,000

[33] Intergovernmental Panel on Climate Change, *AR6 Synthesis Report Climate Change 2023* https://www.ipcc.ch/report/ar6/syr/

[34] National Infrastructure Commission, *Reducing the risk of surface water flooding*, 2022 https://nic.org.uk/app/uploads/NIC-Reducing-the-Risk-of-Surface-Water-Flooding-Final-28-Nov-2022.pdf

more properties could be put at risk. They also acknowledged that surface water flood risk is the risk we know the least about, being highly localised and hard to predict.

Climate change will also have a significant impact on tidal flood risk as rising sea levels will reduce the level of protection that existing tidal defences offer. The Thames Estuary 2100 plan 10-year review[35] reports how sea level rise has been accelerating over the last few decades. This will translate into more frequent Thames Barrier closures.

The TE2100 Plan[36] acknowledges that flood risk from the River Ingrebourne is relatively low. However, the marshland drainage system will need enhancing as sea levels rise and storm rainfall increases. The tidal sluices will also need upgrading on the River Beam, Havering New Sewer, River Ingrebourne and Rainham Main Sewer as the sea level rises and fluvial flows increase.

The GLA Regional Flood Risk Appraisal (2018)[37] highlights the importance of analysing future impacts of climate change for local rivers such as the River Rom and Black Brook.

The Havering Climate Change Action plan 2024-2027[38] includes adaptation to flooding as a key element for future service planning.

There is a lack of existing model data to accurately assess the impact of climate change on surface water flood risk within the Borough. The analysis carried out for the SWMP used the relative difference between the EA Risk of Flooding from Surface Water extent maps for the 1 in 100-year and in in 1000-year storm events. This can be used to demonstrate which parts of the Borough may be most sensitive to changes in surface water flood risk, which could be driven by climate change. Increased urban development, deteriorating assets and wider land use change may also serve to increase flood risk.

Using the 1 in 1000-year as a proxy for climate change on the 1 in 100-year storm event shows that boroughwide, over 24,000 properties could be at risk of surface water flooding due to climate change (Table 3.4.1) compared with 7,500 in the present-day scenario, nearly a three-fold increase. Table 3.6.1 shows the CDAs most vulnerable to increases in flood risk which may be driven in part or full by climate change. The five CDAs with the highest vulnerability are:

- 014 – River Rom and Beam River
- 036 – Ingrebourne
- 023 – Elm Park
- 025 – Gallows Corner
- 018 – Cranham

[35] Defra, *Thames Estuary 2100: 10-year monitoring review (2021)* https://www.gov.uk/government/publications/thames-estuary-2100-te2100-monitoring-reviews/thames-estuary-2100-10-year-monitoring-review-2021#executive-summary
[36] Defra, *Thames Estuary 2100: Rainham Marshes Policy Unit*, 2023 https://www.gov.uk/guidance/rainham-marshes-policy-unit-thames-estuary-2100#managing-flood-risk-in-this-area
[37] Greater London Authority, *Regional Flood Risk Appraisal*, 2018 https://www.london.gov.uk/sites/default/files/regional_flood_risk_appraisal_sept_2018.pdf
[38] London Borough of Havering, *Havering Climate Change Action Plan 2024-2027* https://democracy.havering.gov.uk/documents/s73391/7.1%20Revised%20HCCAP%202024-27%20to%20be%20published%20DRAFT.pdf

4. Phase 3: Options Development

The aim of Phase 3 is to identify a range of boroughwide and CDA specific measures (actions) to manage flood risk. Different measures identified through stakeholder engagement go through a short-listing process to remove those unfeasible. The shortlisted measures are then developed and tested in terms of their effectiveness, costs, and benefits. This process will identify the most suitable measures to be implemented.

4.1 Methodology

A long list of measures was collated and agreed with stakeholders. This included a range of measures including measures from the previous SWMP and measures discussed at the stakeholder workshops. To shortlist and prioritise the measures, a multicriteria analysis was undertaken, followed by a cost benefit analysis for the CDA-specific measures to show which are most beneficial. As the boroughwide measures will not have a measurable impact on flood risk reduction but will support and benefit the implementation of CDA specific measures, they did not undergo cost-benefit analysis.

Figure 4.1-1: Options Development Process

4.2 Measures

Two types of measures were developed: boroughwide measures, which would have an impact across the whole Borough, and CDA specific measures, which would address local issues specific at CDA level. These measures have been proposed based on information available from a range of sources:

- Previous SWMP[39]: measures that have been considered as still needed and likely to have a positive impact at both Borough and CDA level.
- Flood Investigation recommendations[2] [3] [4]: measures from flood investigation reports carried out in accordance with Section 19 of the Flood and Water Management Act. Only those measures considered feasible or viable have been retained.
- Flood Risk Management Plans 2021 to 2027 (FRMP2)[40]: all FRMP2 measures specific for LBH have been included as agreed with the EA in 2022.
- LLFA duties: measures that support the fulfilment of the LLFA duties in the LBH which reflected the agreed priorities.
- Review of the LFRMS: measures defined to meet the objectives of the revised LFRMS.

[39] Jacobs Engineering U.K. Limited, *Havering Surface Water Management Plan*, 2011.
[40] Environment Agency, Flood Risk Management Plans 2021 to 2027: national overview (part a), 12th December 2022, https://www.gov.uk/government/publications/flood-risk-management-plans-2021-to-2027-national-overview-part-a/national-overview-part-a

- SWMP guidance and best practice at CDA level from previous projects.
- Workshops with stakeholders: the long list of measures has been discussed with key internal and external stakeholders. This led to a final long list agreed measures to take forward for analysis.

Boroughwide measures

Table 4.2.1 below shows the long list of boroughwide measures, which have been organised into themes of flood risk knowledge and awareness, emergency planning, land use planning, partnership working, measures on the ground, asset management and skills required. The boroughwide measures were not subject to multi-criteria analysis and therefore this forms the short list of boroughwide measures.

Table 4.2.1: Boroughwide measures organised by theme

Theme	Boroughwide Measures
Flood Risk Knowledge and Awareness	• Improve understanding of flood risk in the Borough and raising public awareness • Improve information on surface water flood events. • Commission Section 19 reports promptly after flooding event. • Produce a holistic Thames Estuary 2100 Riverside Strategy in the London Borough of Havering. • Link actions from this SMWP plan directly to the Local Flood Risk Management Strategy for the Borough such that a programme of work is visible. • Update the Borough's Strategic Flood Risk Assessment • Maintain a register of critical flood risk sites across the Borough, plus make it available to internal and external stakeholders. • Ensure more sustainable planning decisions by providing developers with copies/links of the Local Flood Risk Management Strategy and Action Plan. • Identify a list of priorities that can be managed with the budget available for flood risk. • Review corporate plans and strategies to identify where mutual goals and aims can be met through discharging LLFA responsibilities and actions.
Emergency Planning	• Develop emergency response plans across the Borough. • Ensure business continuity planning. • Raising flood insurance awareness for residents and businesses. • Encourage community flood action groups and resilient community plans. • Empower volunteers to undertake Flood Warden duties in the London Borough of Havering. • Raising flood insurance awareness for residents and businesses. • Encourage community flood action groups and resilient community plans.

Theme	Boroughwide Measures
	• Improve preparedness by arranging for term service contractor to maintain a stock of plant and materials for emergency flooding responses.
Land Use Planning	• Develop a land-use planning policy to address flood risk locally. • Review existing Planning Policy to ensure that Local Flood Risk Management is suitably linked to new development - in line with SuDS approval status, increased knowledge of flood risk and future Local Flood Risk Management Strategy. • Engage developers at pre-approval stage in the Borough.
Partnership Working	• Encourage working in partnership with other RMAs, Water Companies, residents, and businesses. • Undertake stakeholder mapping as a part of the Communication Plan development. • Ensure key messages in the Community Engagement (CE) Plan that encourage attitude and behaviour change with the public are delivered. • Develop a collaborative resourcing approach across Drain London group 5, (neighbouring LLFAs) enabling the relationships developed in the group to be the springboard to efficient resource management on local flood risk issues. • Have quarterly flood risk meetings to encourage collaboration with internal and external parties. • Work with the Roding, Beam, and Ingrebourne Catchment Partnership to implement flood risk measures on the ground and engage with the local community more effectively, supporting both their Catchment Plan and the Council's Local Flood Risk Management Strategy and Action Plan. • Produce a concise table documenting LLFA duties and their implementation, plus make it available to internal and external stakeholders. • Agree with other stakeholders the precise maintenance responsibility for every drainage asset within the Borough.
Measures on the Ground	• Take forward on the ground measures in the Action Plan towards option appraisal and design. • Installation of additional rain gauges. • Investigate scope to supply airbrick covers to properties at risk. • Investigate opportunities for SuDS retrofitting at council buildings and on highways. • Review of need for the implementation of new watercourse assets. • Develop a prioritised 5-year programme of NFM projects across the Borough. • Address flood risk to reduce flooding on highways by adding drainage considerations to a checklist for scheme designs.
Asset Management	• Increased asset monitoring and clearance.

Theme	Boroughwide Measures
	• Develop systematic maintenance regime of watercourse and its assets within the area. • Maintain the asset register and continue developing it, setting out the assets owned, maintained and managed by the LLFA and others. • Develop an assets management system in line with the requirements under the FWMA 2010 and regulations. • Work with the Infrastructure Delivery Group to improve processes for asset data collection and utilise asset condition data in the Borough. • Improve SAB awareness and resource implications. • Carry out an assessment of potential desilting and ditch clearing works. • Invest in main rivers and watercourses by seeking biodiversity and natural flood management opportunities and employ a risk-based maintenance approach in the Borough. • Manage and reduce flood risk by having a risk-based maintenance regime that prioritises critical flooding locations.
Skills Required	• Devise a professional development plan to upskill officers involved with flood risk management. • Ensure required skills and technical capability to deliver SMWP actions and the LLFA duties and powers in line with the resources available.

4.3 Critical Drainage Area measures

Long List

The long list of CDA specific measures identified to reduce surface water flooding is shown in the table below.

Table 4.3.1: Long list CDA specific measures

Scale/Type	Measure
CDA Specific - Non-Structural (Management and maintenance)	• Property-level protection and resilience. • Asset Management and maintenance. • Relocation of properties or infrastructure away from flood risk areas. • Watercourse management and maintenance.
CDA Specific - Structural	• Infiltration (and evaporation) for managing 'everyday rainfall'. • Conveyance for managing 'unusual rainfall'. • Storage for managing 'extreme rainfall'. • Restoring urban watercourse. • Urban watercourse engineering. • Run-off reduction strategy. • Reducing surface water in the sewer.

Scale/Type	Measure
	• Land management. • Underground storage. • Underground conveyance. • Modification of culverted watercourses.

Shortlisting using Multi Criteria Analysis

To determine which of the long list of CDA specific measures would be prioritised for consideration in more detail, a Multi Criteria Analysis was completed. Within each CDA, each measure was analysed based on 11 questions within the following five topics: technical, economic, social, environmental and objectives (or agreed LLFA priorities). Each measure was then given a total score.

Figure 4.3-1:Multi-Criteria Analysis scoring guidelines summary

Score	Technical	Economic	Social	Environmental	Objectives
+2	More effective/practical	Less expensive	Increases community benefits	Improves the environment	Meets all objectives
+1	↕	↕	↕	↕	↕
0					
-1					
-2	Less effective/practical	More expensive	Decreases community benefits	Damages the environment	Meets no objectives

For consistency across CDAs, all measures which scored 0 or above in the Multi-Criteria Analysis were shortlisted. This meant that some CDAs have more short-listed measures than others. The number of measures in each CDA range from three to twelve.

Measure Prioritisation

The CDA specific measures were prioritised using the scores given in the multi criteria analysis. The higher the score, the higher priority as the measure will provide the most benefit. This was discussed with the stakeholders to use knowledge on the ground to validate the outputs. Prioritisation is included in the action plan with the categories shown in the table below.

Table 4.3.2: Measure Prioritisation

MCA Score	Priority Ranking
0	Very Low
1	Low
2	
3	Medium
4	
5	High
6	
7	Very High

The outputs from the measure prioritisation shows the degree of urgency to implement CDA measures. However, the implementation on the ground of these measures depends on resources available (officer time, skills & knowledge, budget and funding availability,

partnership working, etc). This could vary over time and depends, not only on the LLFA resources, but on the overall Council resources as they discharge many duties and must be agile responding to changing budgets and priorities.

Cost Benefit Analysis - affordability assessment

The assessment of viability of measures, in line with FCERM Appraisal guidance (EA 2020 update)[41] requires a proportionate approach to the stage of the project. For the SWMP, the evaluation of potential viability of each measure was carried out using the best available data at the time of the assessment: flood depth data available in Havering from the EA Risk of Flooding from surface water extents maps, and counts of properties at risk.

The following options have been considered:

- **Do nothing**: No maintenance or interventions of any kind, resulting in a gradual deterioration of the sewer network and flood risk management assets. This scenario assumes that there will be an increase of flood risk due to the lack of maintenance or interventions.
- **Do minimum**: Maintenance of the current sewer network and flood risk management assets with patch repairs. Assumed to represent the current situation based on existing reported levels of properties at risk.
- **Do something**: This option considers that within each CDA, all the shortlisted measures are carried out in order to alleviate flooding within the CDA.

Both 'Do something' and 'Do minimum' scenarios were compared with the 'Do nothing' scenario to understand the benefits and affordability of each scenario. As there is no modelled data for each 'Do something' option, an assessment was made to the expected level of protection for each option. Details of the full methodology of this assessment are included in Appendix D.

4.4 Shortlisted Measures by CDA

The following section shows the benefits of the shortlisted measures per CDA rounded to the nearest £k.

CDA 005 – Ardleigh Green East

Table 4.4.1: Ardleigh Green East potential measures

005 – Ardleigh Green East	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	46	299,000
Storage for managing 'extreme rainfall'	10	298	94,000

[41] Environment Agency, *FCERM Appraisal Guidance*, September 2021, https://www.gov.uk/guidance/fcerm-appraisal-guidance

CDA 014 – River Rom and Beam River

Table 4.4.2: River Rom and Beam River potential measures

CDA 014 – River Rom and Beam River	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	358	285,000
Conveyance for managing 'usual rainfall'	10	512	238,000
Storage for managing 'extreme rainfall'	100	1964	101,000
Run-off reduction strategy	30	756	215,000
Specific planning policy	10	512	238,000

CDA 015 – Havering Park

Table 4.4.3: Havering Park potential measures

CDA 015 – Havering Park	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Relocation of properties or infrastructure away from flood risk areas	30	72	203,000
Infiltration (and evaporation) for managing 'everyday rain'	5	34	260,000
Conveyance for managing 'usual rainfall'	10	49	223,000
Storage for managing 'extreme rainfall'	100	113	150,000
Run-off reduction strategy	30	72	203,000
Land Management	10	49	223,000

CDA 016 – Rise Park West

Table 4.4.4: Rise Park West potential measures

CDA 016 – Rise Park West	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Self-help – Property-level protection and resilience	10	51	187,000
Infiltration (and evaporation) for managing 'everyday rain'	5	36	291,000
Conveyance for managing 'usual rainfall'	10	51	249,000
Storage for managing 'extreme rainfall'	100	201	104,000
Run-off reduction strategy	30	76	225,000

CDA 017 – Rise Park

Table 4.4.5: Rise Park potential measures

CDA 017 – Rise Park	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Asset management and maintenance	5	46	161,000
Watercourse management and maintenance	5	46	161,000
Infiltration (and evaporation) for managing 'everyday rain'	5	46	267,000
Conveyance for managing 'usual rainfall'	10	66	229,000
Storage for managing 'extreme rainfall'	100	150	154,000
Restoring urban watercourse	30	98	204,000
Run-off reduction strategy	30	98	204,000
Reducing surface water in the sewer	30	98	204,000
Land management	10	66	229,000
Specific planning policy	10	66	229,000
Work with Land of the Fanns[42] to carry out flood modelling and scope potential natural flood management options in Bedfords Park local nature reserve	10	66	229,000
Work together to carry out flood modelling to scope options for flood alleviation projects and natural flood management options in the Rise Park Critical Drainage Area	10	66	229,000

CDA 018 – Cranham

Table 4.4.6: Cranham potential measures

CDA 018 – Cranham	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	64	301,000
Conveyance for managing 'usual rainfall'	10	92	251,000
Storage for managing 'extreme rainfall'	100	446	88,000
Run-off reduction strategy	30	136	230,000
Reducing surface water in the sewer	30	136	230,000

[42] Land of the Fanns, *Project Overview,* https://www.landofthefanns.org/

CDA 018 – Cranham	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Land management	10	92	251,000
Specific planning policy	10	92	251,000

CDA 023 – Elm Park

Table 4.4.7: Elm Park potential measures

CDA 023 – Elm Park	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	56	340,000
Conveyance for managing 'usual rainfall'	10	81	277,000
Storage for managing 'extreme rainfall'	100	574	72,000
Specific planning policy	10	81	277,000

CDA 025 – Gallows Corner

Table 4.4.8: Gallows Corner potential measures

CDA 025 – Gallows Corner	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	136	287,000
Conveyance for managing 'usual rainfall'	10	81	241,000
Storage for managing 'extreme rainfall'	100	574	102,000
Specific planning policy	10	81	241,000

CDA 026 – Harold Hill North

Table 4.4.9: Harold Hill North potential measures

CDA 026 – Harold Hill North	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Relocation of properties or infrastructure away from flood risk areas	30	271	197,000
Infiltration (and evaporation) for managing 'everyday rain'	5	128	262,000
Conveyance for managing 'usual rainfall'	10	183	223,000
Storage for managing 'extreme rainfall'	100	400	154,000

CDA 026 – Harold Hill North	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Carry out flood modelling of main river and adjacent educational facility in the Harold Hill Critical Drainage Area	10	183	233,000

CDA 034 – Thames

Table 4.4.10: Thames potential measures

CDA 034 – Thames	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Asset management and maintenance	5	26	202,000
Watercourse management and maintenance	5	26	202,000
Infiltration (and evaporation) for managing 'everyday rain'	5	26	332,000
Conveyance for managing 'usual rainfall'	10	37	279,000
Storage for managing 'extreme rainfall'	100	257	74,000
Restoring urban watercourse	30	55	262,000
Urban watercourse engineering	100	257	74,000
Run-off reduction strategy	30	55	262,000
Specific planning policy	10	37	279,000

CDA 036 – Ingrebourne

Table 4.4.11: Ingrebourne potential measures

CDA 036 – Ingrebourne	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	183	290,000
Conveyance for managing 'usual rainfall'	10	262	242,000
Storage for managing 'extreme rainfall'	100	1058	99,000
Run-off reduction strategy	30	387	219,000
Specific planning policy	10	262	242,000

CDA 037 – River Ravensbourne

Table 4.4.12: River Ravensbourne potential measures

CDA 037 - River Ravensbourne	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Watercourse management and maintenance	5	37	178,000
Infiltration (and evaporation) for managing 'everyday rain'	5	37	291,000
Conveyance for managing 'usual rainfall'	10	53	247,000
Storage for managing 'extreme rainfall'	100	220	100,000
Restoring urban watercourse	30	79	225,000
Run-off reduction strategy	30	79	225,000
Specific planning policy	10	53	247,000

CDA 038 – Heath Park North

Table 4.4.13: Heath Park North potential measures

CDA 038 – Heath Park North	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	61	273,000
Storage for managing 'extreme rainfall'	100	268	120,000
Specific planning policy	10	87	324,000

CDA 039 – Heath Park South

Table 4.4.14: Heath Park South potential measures

CDA 039 – Heath Park South	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Infiltration (and evaporation) for managing 'everyday rain'	5	25	294,000
Conveyance for managing 'usual rainfall'	10	36	250,000
Storage for managing 'extreme rainfall'	100	122	120,000
Run-off reduction strategy	30	53	229,000
Land management	10	36	250,000
Specific planning policy	10	36	250,000

CDA 040 – Harold Hill South

Table 4.4.15: Harold Hill South potential measures

CDA 040 – Harold Hill South	Estimated Standard of Protection (SoP)	Estimated Number of Properties Protected	Estimated Benefit Per Property (£)
Self-help – Property-level protection and resilience	10	74	176,000
Infiltration (and evaporation) for managing 'everyday rain'	5	52	278,000
Conveyance for managing 'usual rainfall'	10	74	318,000
Storage for managing 'extreme rainfall'	100	250	113,000
Run-off reduction strategy	30	110	214,000
Specific planning policy	10	74	237,000

5. Phase 4: Implementation, Monitoring and Review

5.1 Developing a detailed Action Plan

This report explains how the flood risk analysis led to an increase in understanding of flood risk in the Borough, which was used to develop target measures. These measures were assessed to understand their benefits and prioritise them.

The measures from the LFRMS and from the SWMP have been combined into a detailed Action Plan for the SWMP and the LFRMS. (Appendix F) and can be found in LBH's website[43].

The Action Plan is split into two sections showing boroughwide and CDA specific measures. The information included in the plan covers the following categories:

- **Measures and description:** shows the name of the measure and provides details of what the measure is**.**
- **General location:** states what CDA it is in or if it is boroughwide.
- **Priority ranking:** shows the ranking of CDA specific measures which ranges from very low to very high.
- **Cost/funding:** details what funding could be available to implement the measure and the average cost of the measures.
- **Estimated benefit:** provides the 'per property' and 'total' benefit of implementing the measure, taken from the cost benefit analysis.
- **Duration:** explains the time needed to implement the measure (short, medium or long-term and an idea of the implementation time). The implementation time will vary depending on resources, internal and external funding and priorities. Ongoing measures are those that are already being implemented.
- **Responsibility:** states the lead LBH team and primary support for implementing the measure.
- **Stakeholders:** shows who will/could be involved and support the measure implementation.
- **LFRMS:** states which LFRMS aims/objectives the measures apply to. Applies to boroughwide measures only.
- **Review/monitoring:** shows the Key Performance Indicators (KPIs) against which the measure should be monitored.
- **Origin:** sets out whether the measure is new or has been identified from a previous study, strategy or plan.

5.2 Action Plan Funding

There are several potential funding sources for delivery of the Action Plan, which are explained below.

[43] https://www.havering.gov.uk/environmental-issues/hazards-pollution-flooding/8

Internal Funding

LLFA Grant from Local Government Financial Settlement provides most of the LLFAs funding to carry out their duties under the Flooding and Management Act 2010.

Estates Improvement Budgets which could support projects to reduce flood risk in the estates.

Council budget which could support enhance partnership working, upskilling and implementation of other flood risk related projects. This includes Service Area Revenue Budgets which are the financial plans and estimates made by local authorities for their revenue expenditure.

External Funding - RMAs

The Thames Regional Flood and Coastal Committee (TFRCC), Flood Defence Grant in Aid (FDGiA) and Local Levy Funding is funding from central government for managing flood risk in England for the development of feasibility studies and implementation of capital flood risk projects.

Thames Water has previously made funding available for projects which manage flood water and prevent it entering the sewer network.

The **Greater London Authority (GLA)** has previously provided funding for projects which provide green infrastructure and climate change adaptations across London.

Other Sources of Funding

The Department for Education (DfE) has previously provided for projects which will reduce the impacts of flooding for schools.

Local Wildlife and River Trusts occasionally have funds which can be used to support delivery of SuDS in communities.

Central Government occasionally make funding available to improve quality of housing, commercial and local areas.

Business Improvement Districts (BIDs) have programmes focuses on improving the local environment in their area, may have implemented SuDS and are open to exploring opportunities to improve the areas they operate in.

Funds from developer contributions and the planning system.

The table below shows more details of the potential funding streams.

Table 5.2.1: Funding Streams Summary

Source	Funding stream	Project development	Capital delivery	Maintenance	Funding criteria
London Borough of Havering	Internal funding	Yes	Yes	Yes	Local government service budgets are set annually. Projects will need to deliver multiple benefits to bring in funding from other departments. This includes LLFA Grant from Local Government Financial Settlement which provides most of the LLFAs funding, Estates Improvement Budgets and Council Budgets.
Defra (administered by the Environment Agency - EA)	External Funding, Flood Defence Grant in Aid (FDGiA)	Yes	Yes	No	The amount of funding available depends on the 'Outcome Measures' a capital scheme will deliver, such as residential properties protected, reduction of other damages from flooding and environmental enhancements. 'Partnership Funding' from other sources is needed to fill any gaps needed in the funding required to deliver a scheme. Occasionally other funding becomes available, targeted towards reducing flooding to Frequently Flooded Communities or Schools.
Thames Regional Flood and Coastal Committee (administered by the EA)	External Funding, Local Levy	Yes	Yes	No	This funding is administered by the RFCC to meet local priorities, which may change from time to time. The TRFCC follows local levy principles relating to climate change, net zero carbon impact, multiple-benefits, biodiversity net gain, partnership working, communicating and building capability standards, catchment-based approaches, cost-effectiveness, efficiency, learning lessons and sharing information from similar schemes. Funding for Sustainable Drainage Systems and Natural Based Solutions projects is high up on the TRFCC's agenda.
Thames Water	Partnership funding, SuDS specific funding	Yes	Yes	Only for maintaining sewerage elements	Thames Water provide Partnership Funding towards schemes where there are also elements that reduce the risk from sewer flooding. Their priorities for allocating funding are set out in their Drainage and Wastewater Management Plan. Appendices on SuDS and London Flooding 2021 contain information on projects funded by Thames Water.
Greater London Authority (GLA)	Partnership funding, specific local	Yes	Yes	In some cases	The GLA has previously provided funding for projects which provide green infrastructure and climate change adaptation across London. previously provided funding for projects which provide green infrastructure and climate change adaptations across London. Some examples include:

Source	Funding stream	Project development	Capital delivery	Maintenance	Funding criteria
	schemes without FDGiA				• Greener City Fund: Community Green Space Grants • Green and Resilient Spaces Fund
Developers via the Planning System	Partnership funding	Yes	Yes	No	Section 106 monies collected from larger developments may be able to be used. Larger flood alleviation projects may be eligible for Community Infrastructure Levy. Local authorities must spend the levy on infrastructure needed to support the development of their area.
Other funding streams	Partnership funding, specific local schemes without FDGiA	Yes	Yes	Maybe	The list of potential funding streams is extensive and will depend on the direct benefits a scheme provides to reducing flood risk to certain infrastructure/ businesses/ utilities and/ or the delivery of multiple benefits. For example, this might include: - Developers - Businesses - Utility companies - Organisations, such as Business Improvement Districts, Wildlife and Rivers Trusts - Charities - Natural England - Historic England - National Lottery Community Fund - Department for Education - Levelling Up Fund - Ofwat Innovation Fund

The process of bidding for external funding may require specific expertise in obtaining grant funding. The value of the funding available can vary significantly and the outcome(s) of any funding bid(s) may remain uncertain for some time after a bid is made. This can make pooling together funding from different stakeholders and sources complex and resource intensive.

The LBH will work together with other organisations to bid for available funding on a prioritised basis to deliver the measures in the Action Plan. The Council's LLFA team will work with partners to maximise the funding available and to bid for further funding as new projects and funding opportunities emerge. The information in the Action Plan will support future bids for funding, particularly for Flood Defence Grant in Aid and Local Levy.

Measures have been ranked in order of priority to give an idea of which measures are likely to be implemented first. However, it is important to note that measure implementation is subject to the borough's resources and funding, and these could change at a short notice due to different factors such as national government funding changes, internal changes, responses to emergencies, etc. The implementation of the measures will be monitored regularly.

5.3 Ongoing Monitoring

Monitoring the Action Plan is key as part of the overall implementation of the LFRMS. The LLFA will carry out regular monitoring of the LFRMS.

5.4 Review Timeframe

There is no statutory duty for reviewing a SMWP, but it is a useful document to understand flood risk and how it changes over time. It is advised that the SWMP is reviewed when key flood risk knowledge is updated or if a major flooding event shows that a review is needed. As per with the implementation of the action plan, the review of the SWMP will be subject to the Borough's funding and resources.

6. Glossary

AEP - Annual Exceedance Probability

CDA – Critical Drainage Area

CE – Community Engagement

Defra – Department for Environment, Flood and Rural Affairs

DWMP – Thames Water Drainage and Wastewater Management Plan 2025-2050

EA – Environment Agency

FRMP2 - Flood Risk Management Plans 2021 to 2027

FWMA 2010 – Flood and Water Management Act 2010

GIS – Geographic Information System

GLA – The Greater London Authority

IMD – Index of Multiple Deprivation

KPI – Key Performance Indicators

LBH – London Borough of Havering

LFRMS – Local Flood Risk Management Strategy

LLFA – Lead Local Flood Authority

MCH – Multi-Coloured Handbook

NRD – National Receptor Database

OS – Ordnance Survey

RFCC – Regional Flood and Coastal Committee

RMA - Risk Management Authority

SAB – SuDS Approval Body

SoP – Standard of Protection

SuDS – Sustainable Drainage Systems

SWMP – Surface Water Management Plan

TfL – Transport for London

TRFCC – The Thames Regional Flood and Coastal Committee

TW – Thames Water

APPENDICES

Appendix A: Data Request Table

A.1 Data Request Table

Table A.1.1: Data request table

Information Requested	Requested From				
	London Borough of Havering	Environment Agency	Thames Water	Anglian Water	Greater London Authority
Strategies, plans, studies, and investigations	/	/	/	/	
Spatial Geographic Information System (GIS) data	/		/	/	/
Historic flooding records	/	/	/	/	
Asset information	/	/			
Highways, drainage, and maintenance	/	/			
Monitoring	/				
Climate change	/	/			

Appendix B: Intermediate Assessment – Communities at Risk Analysis

B.1 Communities at Risk Analysis

To undertake this analysis, the EA risk of flooding from surface water extent maps for different storm events (1 in 30-, 100-, and 1000-year events) maps were used. The 1000-year flood event was used as a proxy for a climate change.

Ground level commercial and residential properties at risk of flooding in the 1 in 30-, 100-, and 1000-year surface water flood events were identified. The analysis then identified groups of 20 or more properties at risk of surface water flooding within a 35 metre distance. These were termed 'Communities at Risk'.

As the outputs are a result of spatial distance and location of properties at risk, the number of Communities at Risk in different CDAs varies. In some cases, it may appear that the Communities at Risk decrease as the return periods increase. This is because two Communities at Risk that in a lower return period are in close proximity are joined under a higher return period scenario, as the flood risk increases, to create a larger Community at Risk. This can be seen in CDA 026 – Harold Hill North under the 1 in 100-year event scenario.

It should be noted that there may be many properties at risk of flooding which are not located within a Community at Risk. They are no less important than those within Communities at Risk. However, priority is given to clusters of properties at risk as this is an indication of a significant issue, and measures are more likely to be deliverable to address the cause(s) of flooding where there are multiple properties at risk.

The locations of Communities at Risk have been verified through comparison with records of historic flooding, although it should be noted that an area may be at high risk of flooding but not experienced flooding if it has not been subject to the appropriate conditions to cause flooding.

B.2 Limitations and Assumptions

Methodology Assumptions

While undertaking the 'Communities at Risk' analysis, it was assumed that only ground level residential and commercial properties were included.

Data Limitations

The EA Risk of Flooding from Surface Water maps were produced by The Environment Agency. These maps were developed with the aim of producing the best national surface water flood map[44] but they have limitations including:

- It assumes single drainage rate for all urban areas unless LLFAs were able to provide local data[21].

[44] Environment Agency, *What is the Risk of Flooding from Surface Water map?*, April 2019, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/842485/What-is-the-Risk-of-Flooding-from-Surface-Water-Map.pdf

- It assumes a free outfall, so does not consider tide locking or high river levels[21].
- Many LLFAs have not been able to validate the nationally produced modelling[12].

EA Risk of flooding from Wet and Dry Reservoir maps were used to extract and identify the number of properties at risk in both scenarios. The outputs were modelled by computer software. A laser recorded height of the ground, and this was added to computer software to produce a model[45]. The assumptions made during the modelling included:

- A void occurs through the full height of the dam and stops at the base of the dam.
- The base of the dam is the bed of the watercourse.
- Openings and culverts in embankments of smaller than 2 metres are blocked to represent floating debris.
- Wave walls were not considered.
- A reservoir on a different tributary would not fail at the same time.
- That cascade reservoirs not regulated by the EA have an average depth of 1 metre.
- Flood defences are included in the model.
- Where there is a boundary with the coast, that water will leave the model based on the slope of the land and is not restricted by the sea.

EA Risk of flooding from Groundwater maps were used to extract and identify the number of properties which are susceptible to flooding for four different percentages. This data was not supplied with supporting documents.

EA Risk of flooding from Rivers and Sea maps were used to extract and identify the number of properties in each likelihood of flooding from rivers and sea[46]. This data only considers flooding from watercourses where the contributing catchment is greater than 0.5km^2.

The main limitation of all the datasets is that they do not take individual property threshold heights into account so the assessment at property level is indicative only.

Data Quality

It was assumed that all information published by the EA has undergone quality checks to ensure consistent high-quality data.

[45] Environment Agency, *Reservoir Flood Maps Guidance for users of the Defra Data Services Platform*, August 2021, https://environment.data.gov.uk/api/file/download?fileDataSetId=17af618d-1be0-44b6-bf91-199460a534ac&fileName=Reservoir_Flood_Maps_Data_Guide.pdf

[46] Environment Agency, *Risk of Flooding from Rivers and Sea Product Description*, February 2024, https://environment.data.gov.uk/api/file/download?fileDataSetId=d1651d70-29a8-406a-8e66-cdf15a11ef23&fileName=RoFRS_Product_Description_v2_3.pdf

Appendix C: CDA Flooding Summary and Maps

C.1 CDA 005 – Ardleigh Green East

Table C.1.1: Flooding in the Ardleigh Green East CDA

CDA	005 – Ardleigh Green East			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		4	
	College		20	
	GP Surgery		1	
	Care/Nursing Home		2	
	Health Centres		2	
	Higher/Further Education		1	
	Major Roads		1	
	Schools		6	
	Strategic Sites Allocated		0	
	Fire Stations		0	
	Railway Station		0	
	Police Stations		0	
	Hospitals		0	
	Properties		3,768	
Modelled Flooding	**Surface Water**	The risk of surface water flooding mainly follows the watercourse which flows in a south easterly direction from Wingletye Lane through the CDA and into the river Ravensbourne. Other roads affected in all surface water flooding scenarios (1 in 30-, 1 in 100- and 1 in 1000-year events) are Birch Crescent, Platford Green, Wakefield Close, Nelmes Close, Wiltshire Avenue and Oxford Avenue.		
	Groundwater	The risk of flooding from groundwater varies across the CDA following a north/south pattern. The very north of the CDA has a less than 25% risk, the very east's risk is between 25 and 50%, central area's risk is between 50% and 75% and the south is at 75% and higher risk.		
	River and Sea	A culverted watercourse flows southwest across the CDA from Wingletye Lane and into the river Ravensbourne. There is mainly medium flood risk which, at its widest extent, covers 10 metres.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	0	2	9

CDA	005 – Ardleigh Green East			
	Properties at Risk	98	298	980
	Critical Infrastructure at Risk	1	6	11
	Description	There are no Communities at Risk in the 1 in 30-year flooding scenario. For the 1 in 100-year flooding scenario there are two Communities at Risk. The first community at risk has 22 properties across Peacocks Close and Birch Crescent. The second has 41 properties mainly across Nelmes Close and Great Nelmes Chase. In both Communities at Risk, for the 1 in 30-year event flooding scenario, depth ranges from 15 to 60cm. This could mean that the road network is unsafe to use. In the 1 in 1000-year flooding scenario there are 9 Communities at Risk across the CDA.		
Validation	There have been 12 reported flooding incidents in this CDA since 2007. In 2007, Wingletye Lane and Birch Crescent experienced surface water flooding internally, externally and in the highways. Birch Crescent also experienced the same type of flooding in 3 properties in 2009. In 2012, Birch Crescent, Tyle Green, Pembroke Close, Great Nelmes Chase, Nelmes Crescent, Burntwood Avenue, Rosslyn Avenue and Squirrel Health Lane experienced sewer flooding which flooded the highway. The most recent report was external surface water flooding to one property in Ardleigh Close in 2022. There were three surface water historic flooding reports in 2007, 2009 and 2012 in Birch Crescent. This supports the Communities at Risk analysis outputs on Birch Crescent where 22 properties are at risk in a 1 in 100-year event flooding scenario. Fluvial flooding impacting surface water sewers in the CDA was reported by stakeholders.			

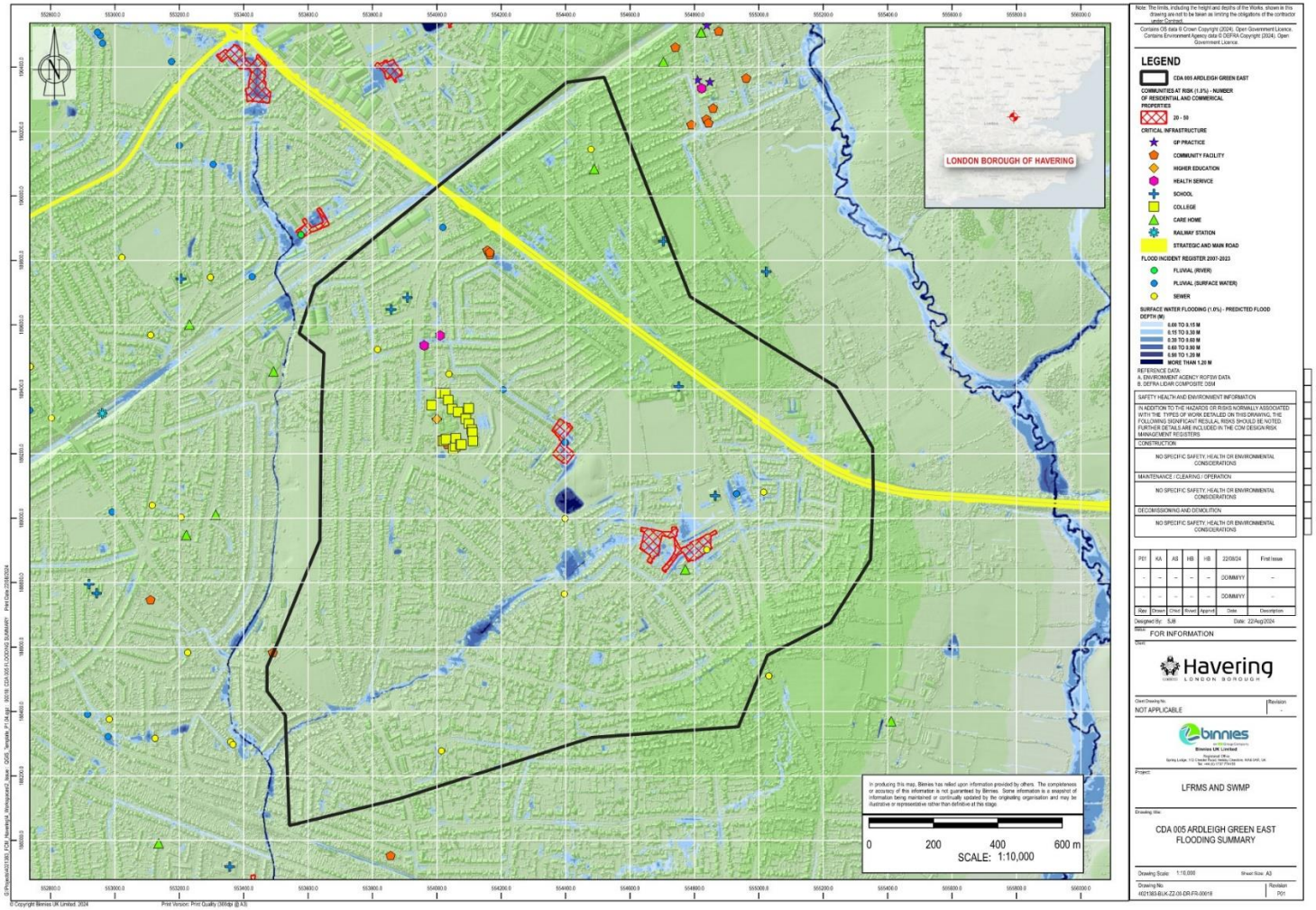

Figure C.1**-1: CDA 005 Ardleigh Green East Flooding Summary (not to scale, see A3 scaled maps in Appendix G)**

C.2 CDA 014 – River Rom and Beam River

Table C.2.1: Flooding in the River Rom and Beam River CDA

CDA	014 – River Rom and Beam River			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		40	
	College		0	
	GP Surgery		6	
	Care/Nursing Home		26	
	Health Centres		10	
	Higher/Further Education		1	
	Major Roads		16	
	Schools		17	
	Strategic Sites Allocated		9	
	Fire Stations		0	
	Railway Stations		1	
	Police Stations		1	
	Hospitals		22	
	Properties		20,365	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that the risk of surface water flooding mainly follows the river Rom and Black's Brook flowing in a southerly direction towards Romford centre. Surface water flooding scenarios affect several strategic and main roads in Romford. These roads are the A12, A125, A1251, A118 and London Road.		
	Groundwater	The risk of flooding from groundwater follows a north/south pattern. The south of the CDA is mostly at 75% and higher risk of groundwater flooding and the north of the CDA varies from less than 25% to 75%.		
	River and Sea	There are three watercourses in the CDA: the River Rom, Beam River, and Black's Brook. The river Rom's likelihood of flooding from rivers and sea is highest upstream and lower downstream with very low risk in Romford. Black's Brook has low to high risk but most of the flooding extent is in greenspace. There is generally low risk inside Romford Ring Road (A125). Beam River follows the LBH eastern boundary south. There is high risk along the entirety of the river in this CDA.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	2	14	63

CDA	014 – River Rom and Beam River			
	Properties at Risk	756	1964	5919
	Critical Infrastructure at Risk	28	43	75
	Description	There are two Communities at Risk in every surface water flooding scenario. The first community at risk has 30 properties on Cross Road and the river Rom flow through it. The flood depth is up to 0.6 metres. The other community at risk has 22 properties along Hulse Avenue. Most of the flood depth is up to 0.30 metres with a few small locations where the depth increases to 0.60 metres. There are 14 Communities at Risk in the 1 in 100- year flooding scenario. They are mainly located in three locations which in and around Romford town centre, east and west of Mawney Road near the river Rom and between Collier Row Road and Havering Country Park.		
Validation	There have been 53 reports of flooding in the CDA since 2007. The most frequently flooded roads are Balgores Lane and Collier Row Lane. Flooding has been reported five times on Balgores Lane. 12 properties were flooded on the 25th June 2021 from surface water and sewer flooding. In 2007, three commercial properties and the highway were flooded by surface water on two separate occasions. Flooding was reported seven times on Collier Row Lane. In 2012, it was flooded by surface water once and sewer water flooding three times. In 2007, it was impacted by surface water flooding twice. The most recent report of flooding was in 2016 caused by river flooding which affected 10 residential properties internally and externally as well as the highway. Out of the 53 reports of flooding, 54% of the reports were caused by surface water flooding showing that it is the most common cause of flooding in the CDA. There is a report of surface water flooding in 2021 on Hulse Avenue when two residential properties were flooded, which supports the community at risk defined in the same location.			

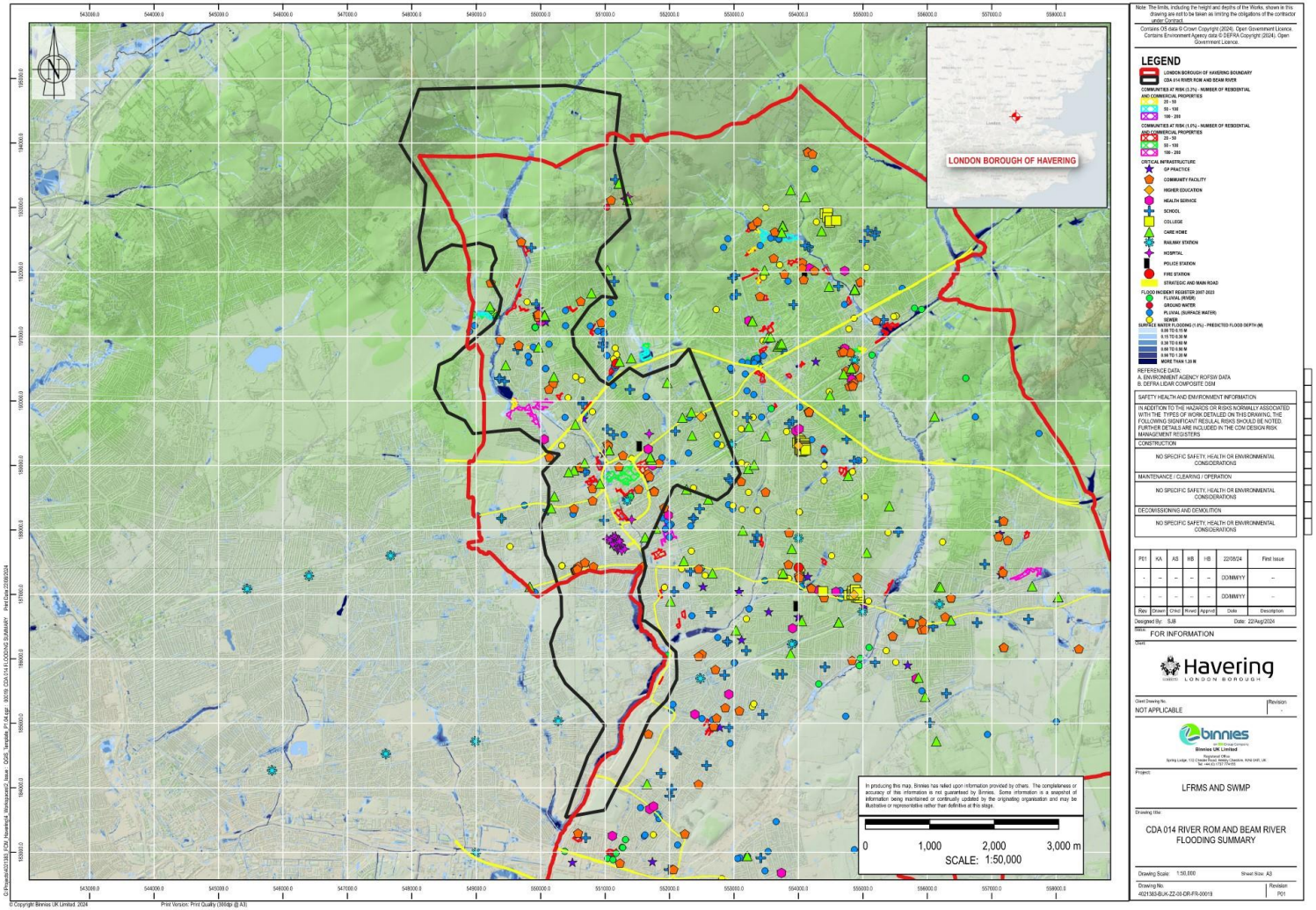

Figure C.2-1: CDA 014 River Rom and Beam River Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.3 CDA 015 – Havering Park

Table C.3.1: Flooding in the Havering Park CDA

CDA	015 – Havering Park			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		1	
	College		0	
	GP Surgery		0	
	Care/Nursing Home		1	
	Health Centres		0	
	Higher/Further Education		0	
	Major Roads		0	
	Schools		0	
	Strategic Sites Allocated		0	
	Fire Stations		0	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		376	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that the risk of surface water flooding is mainly located in the south of the CDA which is in the LBH boundary. The risk also extents north along green space and Lodge Lane. The roads impacted by surface water in all scenarios are Walton Road, Frinton Road, Lodge Lane, Penn Gardens and Turpin Avenue.		
	Groundwater	The risk of flooding from groundwater is between 25% and 50% in the east of the CDA and there is narrow section of the CDA on the LBH boundary with less has 25% risk.		
	River and Sea	There is no risk of flooding from rivers and sea.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	1	1	1
	Properties at Risk	72	113	198
	Critical Infrastructure at Risk	1	1	2
	Description	There is one community at risk in the CDA, it is located across Frinton Road and Lodge Lane. In a 1 in 30-year		

CDA	015 – Havering Park	
		surface water flooding scenario there are 51 properties at risk in the community. In a 1 in 100-year surface water flooding event it increases to 93 properties at risk in the community. In the 1 in 1000-year surface water flooding scenario the number of properties in the community at risk increases to 261. On Frinton Road in a 1 in 30-year surface water flooding scenario, flood depth on the highway could reach 1.20 metres.
Validation	The most frequent type of reported flooding is from river flooding, reported on Frinton Road, Lodge Lane and Penn Gardens in 2006. Surface water flooding was reported on Hog Hill Road and Walton Road were the highway and residential properties were flooded externally. Sewer flooding was also reported on Turpin Avenue highway in 2012. The properties on Frinton Road and Penn Gardens are set lower than the road which would make them more susceptible to surface water flooding and supports the Communities at Risk location.	

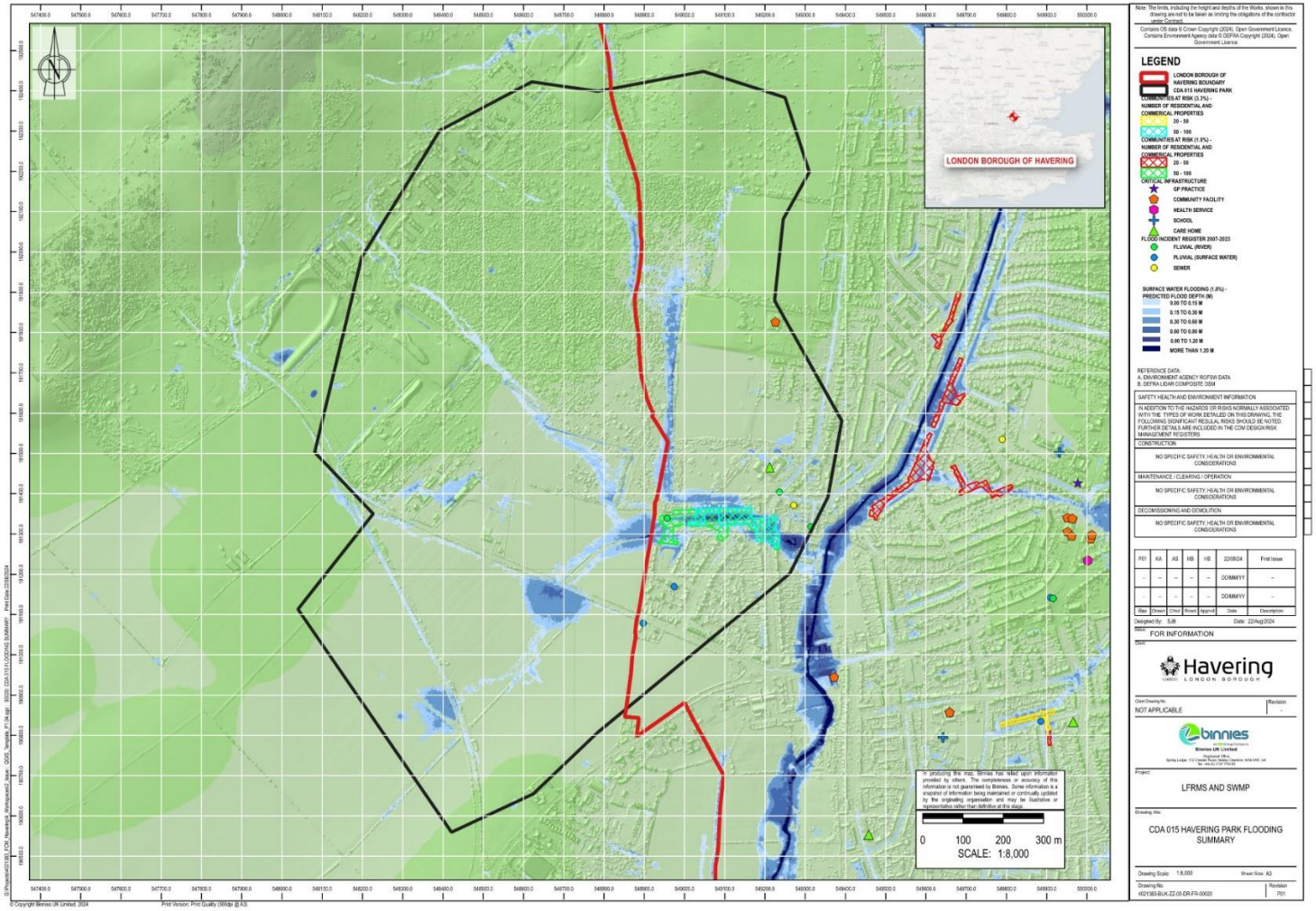

Figure C.3-1: CDA 015 Havering Park Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.4 CDA 016 – Rise Park West

Table C.4.1: Flooding in the Rise Park West CDA

CDA	016 Risk Park West			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		1	
	College		0	
	GP Surgery		0	
	Care/Nursing Home		1	
	Health Centres		0	
	Higher/Further Education		0	
	Major Roads		0	
	Schools		2	
	Strategic Sites Allocated		0	
	Fire Stations		1	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		1,829	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that the risk of surface water flooding is mainly focused along the centre of the CDA from north to south. The largest area at risk of surface water flooding, where it could affect properties and strategic roads, is in the south of the CDA along Linton Court and Pettits Boulevard. The roads affected in all surface water flooding scenarios are The Drive, Faircross Avenue, Gobions Avenue, Chelmsford Avenue, Havering Road, Gary Way, Tweed Way, Moray Way, Ayr Way, Pettits Lane North and the A12.		
	Groundwater	The south of the CDA has 25% to 50% risk of flooding from groundwater and the north of the CDA had less than 25% risk of flooding from groundwater.		
	River and Sea	There is no risk of flooding from rivers and sea.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	0	2	3
	Properties at Risk	76	201	592

CDA	016 Risk Park West			
	Critical Infrastructure at Risk	1	1	2
	Description	There are two Communities at Risk for the 1 in 100-year surface water flooding event. The first community at risk, located across Havering Road, has 24 properties at risk. This increases to 274 in a 1 in 1000-year scenario. The second community at risk is located on Heather Drive, surrounded by Linton Court, Heather Gardens and Pettits Lane North. It has 30 properties at risk, which increases to 86 in a 1 in 1000-year scenario.		
Validation	There have been 16 reports of flooding in the CDA since 2007. The most frequently flooded roads are Moray Way and Pettits Lane North. Flooding has been reported on Moray Way five times on four different occasions in 2007, 2009 and 2020. Surface water flooding was the cause of every event. Pettits Lane North experienced sewer flooding in 2012 and surface water flooding in 2007, 2020 and 2021. Other roads flooded were Bower Close, Clyde Way, Glenton Way, Rise Park Parade and Wallace Way. Pettits Lane has a community at risk and has had flooding reported. Surface water flooding was reported on three occasions on Pettits Lane North in 2007, 2020 and 2021. In these occasions, residential properties flooded internally and externally. The highway also flooded.			

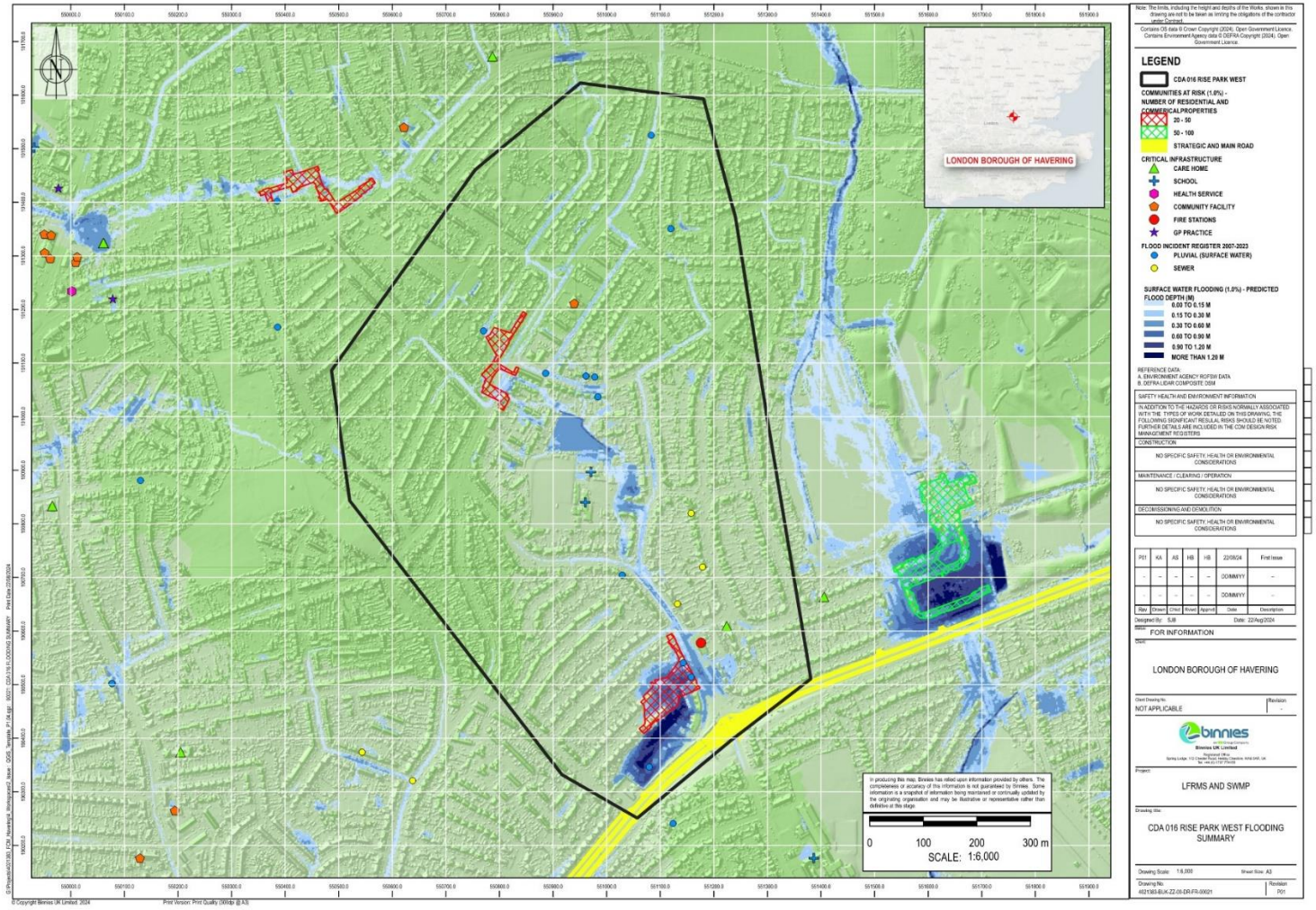

Figure C.4-1: CDA 016 Rise Park West Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.5 CDA 017 – Rise Park

Table C.5.1: Flooding in the Rise Park CDA

CDA	017 – Rise Park			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		0	
	College		0	
	GP Surgery		0	
	Care/Nursing Home		2	
	Health Centres		0	
	Higher/Further Education		0	
	Major Roads		0	
	Schools		1	
	Strategic Sites Allocated		0	
	Fire Stations		0	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		736	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that the risk of surface water flooding mainly around the two watercourses in the CDA and on green space. The main extent of surface water flooding on highways and residential properties is in the south of the CDA along and around the A12. This affects other roads in all scenarios including Rise Park Boulevard, Beauly Way, Tay Way and Park Boulevard.		
	Groundwater	The majority of the CDA has less than 25% risk of flooding form groundwater except from the south. In the southeast the risk of flooding from groundwater is more than 75% and in the southwest the risk is between 50% and 75%.		
	River and Sea	Risk of flooding from rivers and sea follows the path of the watercourse in the east of the CDA, flowing south. Medium flood risk starts at Lower Beford Road, and the risk increases to high, and the extent widens before the A12. After the A12, the risk reduces to low and the extent decreases.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	1	1	3

CDA	017 – Rise Park			
	Properties at Risk	98	150	292
	Critical Infrastructure at Risk	2	2	3
	Description	Communities at Risk are all located on the south of the CDA. One community at risk is present in all scenarios on Beauly Way. In the 1 in 30-year surface water scenario, 58 properties are at risk. This increases to 73 properties in a 1 in 100-year scenario and 96 properties in a 1 in 1000-year scenario. The other Communities at Risk in a 1 in 1000-year scenario are located on Brook Road and Netherpark Drive.		
Validation	There is one report of flooding in the CDA since 2007, This is located on Lower Bedfords Road. This reported flooding event was in 2012 where one residential property was flooded internally.			

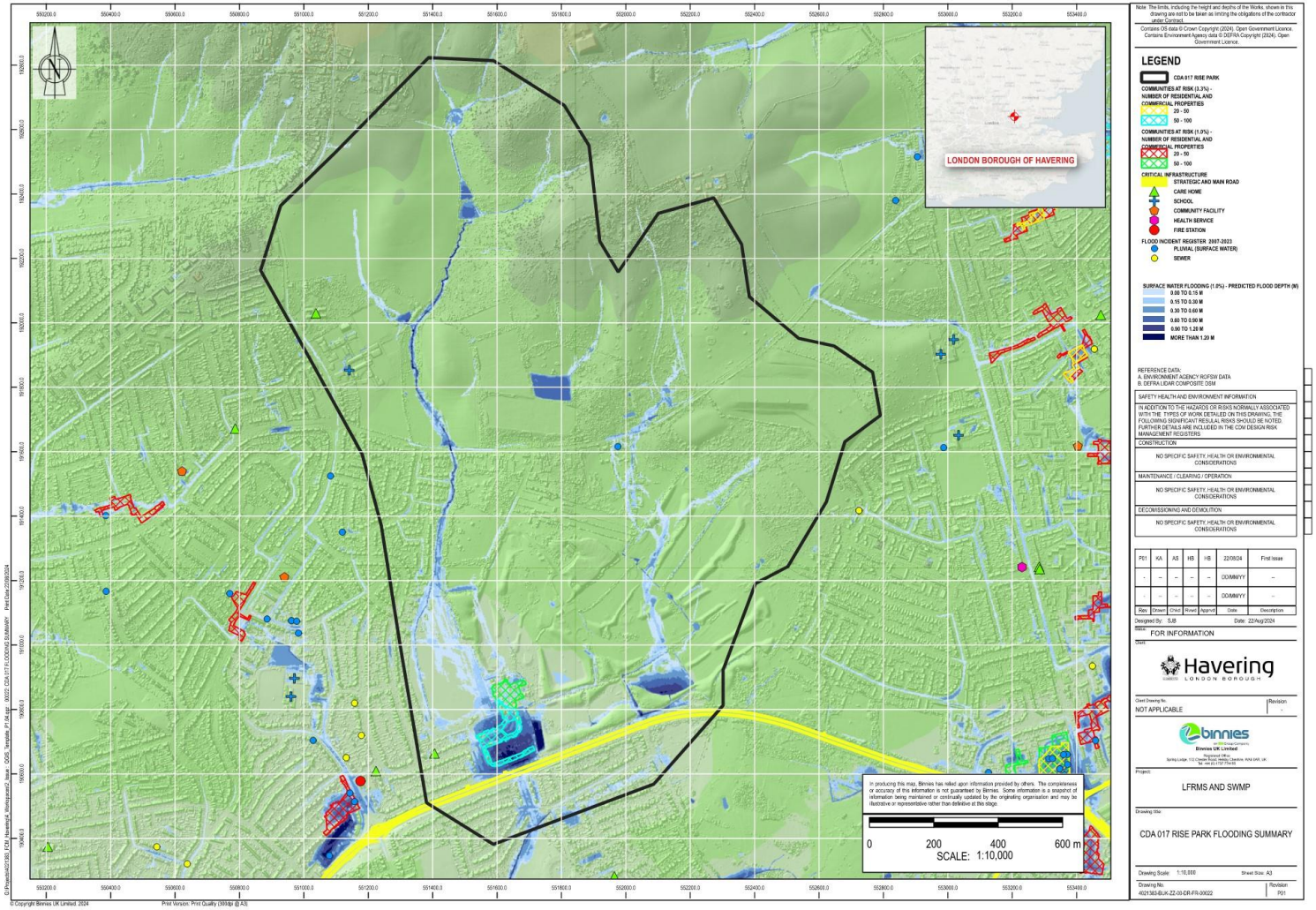

Figure C.5-1: CDA 017 Rise Park Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.6 CDA 018 – Cranham

Table C.6.1: Flooding in the Cranham CDA

CDA	018 – Cranham			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		4	
	College		0	
	GP Surgery		2	
	Care/Nursing Home		0	
	Health Centres		1	
	Higher/Further Education		0	
	Major Roads		1	
	Schools		2	
	Strategic Sites Allocated		1	
	Fire Stations		0	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		3,746	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that surface water flooding is confined mostly to the highway throughout the CDA. Surface water flooding could affect the A127 along a 1.5km stretch. The most significant area of surface water flooding is in the Borough's eastern boundary where the A127 passes under the M25, with the depth being more than 1.2 metres. Other roads affected in a 1 in 30-year surface water flooding scenario, with a depth of up to 0.6 metres, are Front Lane, Moor Lane, Roseberry Gardens, Waycross Road, Isis Drive and Humber Drive. There seems to be a culvert under Fenchurch Street and Shoeburyness Line, near to Plover Gardens, which does not have sufficient capacity under flooding scenarios. This can cause increased surface water flooding to Heron Way, Nightingale Avenue and Moor Lane.		
	Groundwater	The risk of flooding from groundwater varies across the CDA. The west and north of the CDA has less than 25% risk, the south has more than 75% risk and the centre and the east vary between 25-75% risk.		
	River and Sea	There is no risk of flooding from river and sea.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)

CDA	018 – Cranham			
	Number of Communities	0	2	17
	Properties at Risk	136	446	1357
	Critical Infrastructure at Risk	3	6	9
	Description	There are two Communities at Risk in a 1 in 100-year surface water flooding scenario. The first community at risk is located on Roseberry Gardens. In a 1 in 100-year scenario there are 25 properties at risk of flooding in this community, with maximum depth in the highway of 0.6 metres. The second community at risk is located along Moor Lane, Nightingale Avenue and Heron Way. This community at risk had 105 properties at risk and the flood depth in the highways is generally 0.6 metres with a few exceptions of increased depth to 0.9 metres. This community at risk could be affected by the culvert's lack of capacity.		
Validation	There are no reported flooding events in this CDA since 2007. The stakeholders explained that Fenchurch Street and Shoeburyness trainline were built before the properties and surface water flooding has been seen there.			

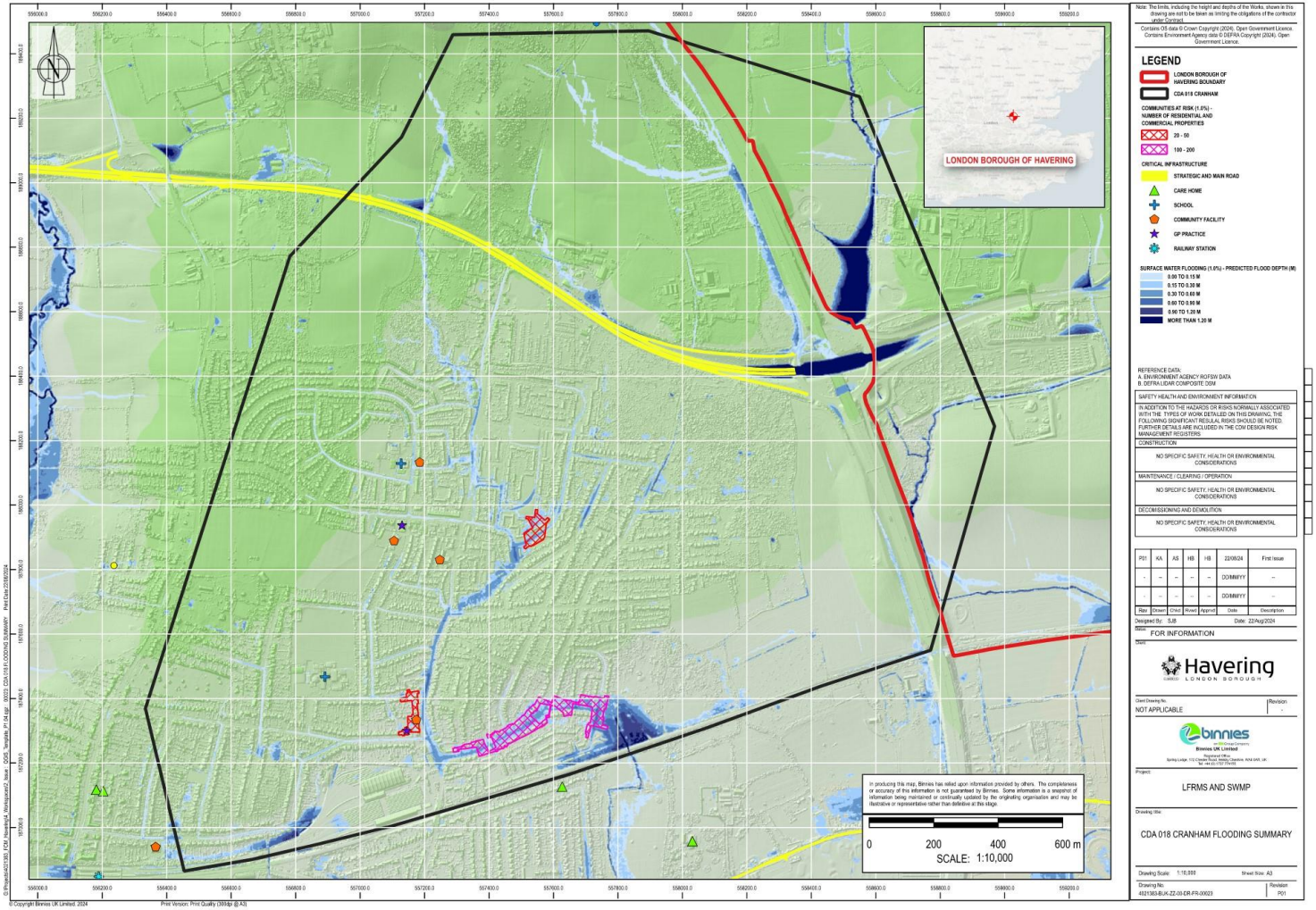

Figure C.6-1: CDA 018 Cranham Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.7 CDA 023 – Elm Park

Table C.7.1: Flooding in the Elm Park CDA

CDA	023 – Elm Park			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		10	
	College		0	
	GP Surgery		2	
	Care/Nursing Home		4	
	Health Centres		9	
	Higher/Further Education		0	
	Major Roads		2	
	Schools		13	
	Strategic Sites Allocated		3	
	Fire Stations		0	
	Railway Stations		2	
	Police Stations		0	
	Hospitals		0	
	Properties		12,776	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps in a 1 in 30-year scenario show that surface water flooding in mainly located on the highway. In the 1 in 100-year scenario the extent increases to affect more roads and residential properties both internally and externally.		
	Groundwater	This risk of flooding from groundwater is highest in the south of the CDA, where it varies from 50% to more than 75%. The risk in the north of the CDA varies from less than 25% to 75%.		
	River and Sea	There is a very low risk of flooding from rivers and sea in the south of the CDA which affects Spencer Road, Manser Road, Betterton Road, Phillip Road, Edmund Road, and Fredrick Road.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	0	2	26
	Properties at Risk	119	574	3035
	Critical Infrastructure at Risk	10	20	33

CDA	023 – Elm Park	
	Description	There are two Communities at Risk in the CDA. The first one is in the south of the CDA across Betterton Road, Seaburn Close and Manser Road. It has 37 properties at risk. The flood depth in this location is up to 1.2 metres. The second CDA is located across Bader Way, Malan Square, Wood Lane and Kilmartin Way. Flood depth in this location ranges from 0.15 to 0.6 metres.
Validation	There have been 28 reports of flooding since 2007. The most frequently flooded roads are Calmore Close and Spinney Close. Flooding in Calmore Close has been reported on four occasions. Three of the reports were in 2012 for sewer flooding on the highways. River flooding in Spinney Close has been reported four times in 2020, 2016 and twice in 2012. There have been river flooding reports in both Betterton Road and Manser Road between 2016 and 2020, in the same location as one of the Communities at Risk. For the second community at risk there was a report of surface water flooding in 2013 on Kilmartin Way, which affected the highway.	

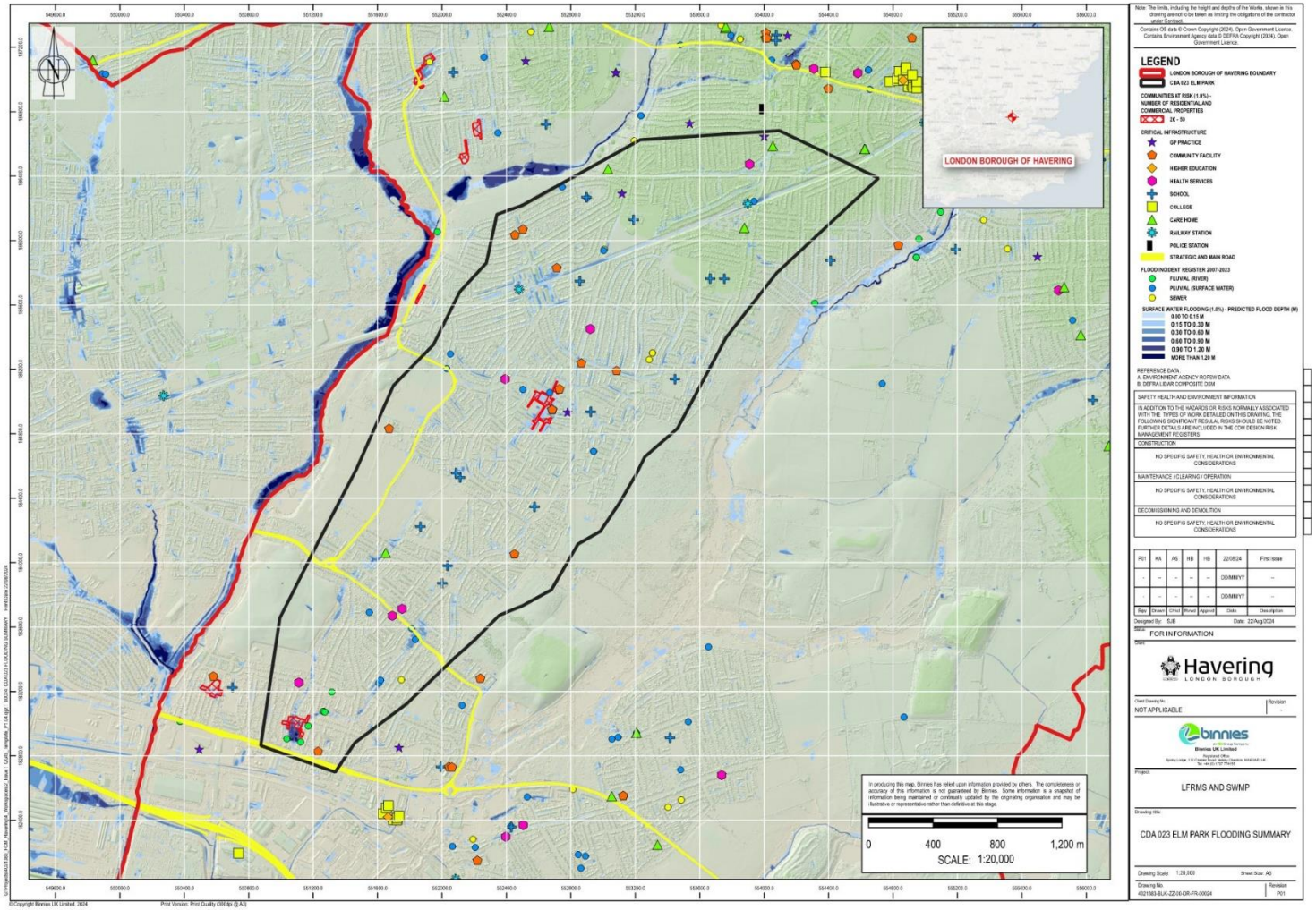

Figure C.7-1: CDA 023 Elm Park Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.8 CDA 025 – Gallows Corner

Table C.8.1: Flooding in the Gallows Corner CDA

CDA	025 – Gallows Corner			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		1	
	College		0	
	GP Surgery		1	
	Care/Nursing Home		8	
	Health Centres		3	
	Higher/Further Education		0	
	Major Roads		4	
	Schools		3	
	Strategic Sites Allocated		2	
	Fire Stations		0	
	Railway Stations		1	
	Police Stations		0	
	Hospitals		0	
	Properties		6,417	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that many highways are affected by surface water flooding. Four strategic roads are shown to be affected by surface water flooding: Main Road, Colchester Road, the A12 and the A127. The largest extent is Colchester Road, Straight Road, and Shenstone Gardens where the maximum flood depth is 0.9 metres, in a 1 in 30-year surface water flooding scenario.		
	Groundwater	Most of the risk of flooding from groundwater in this CDA is less than 25%. There are pockets in the south and southwest with a risk between 50% and higher than 75%		
	River and Sea	The risk of flooding from rivers and sea is located around the river Ravensbourne which starts at the junction of Main Road and A127. It then flows south under the railway line. The risk between Main Road and Ferguson Avenue is medium and high risk, and after Ferguson Avenue the risk is very low.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	1	6	18

CDA	025 – Gallows Corner			
	Properties at Risk	287	748	2213
	Critical Infrastructure at Risk	5	8	16
	Description	There is one community at risk in the 1 in 30-year surface water flooding scenario, located across Shenstone Gardens. This community at risk has 33 properties at risk and a maximum flood depth of 0.9 metres. In a 1 in 100-year surface water flooding scenario the properties at risk increase to 61 properties. In the 1 in 1000-year surface water flooding scenario the risk increases to 138 properties. The six Communities at Risk in the 1 in 100-year surface wate flooding scenario are located on Gillian Crescent, Shenstone Gardens, Neave Crescent, Juniper Way, Clematis Close and Tulip Close.		
Validation	There have been 33 reports of flooding since 2007, 76% of the reports are about surface water flooding. The three most frequently flooded roads (by surface water) are within the community at risk. These roads are Marlowe Gardens, Ramsay Gardens and Shenstone Gardens. On the 26th June 2021, four properties in Marlowe Gardens, eleven properties in Ramsay Gardens and four properties in Shenstone Gardens were flooded. All these properties were located close in proximity and were all flooded internally and externally. The surface water flooding issue in Gallows Corner is well known by the stakeholders as they reported that all ground level properties had been flooded and that there are underground drainage issues in the area.			

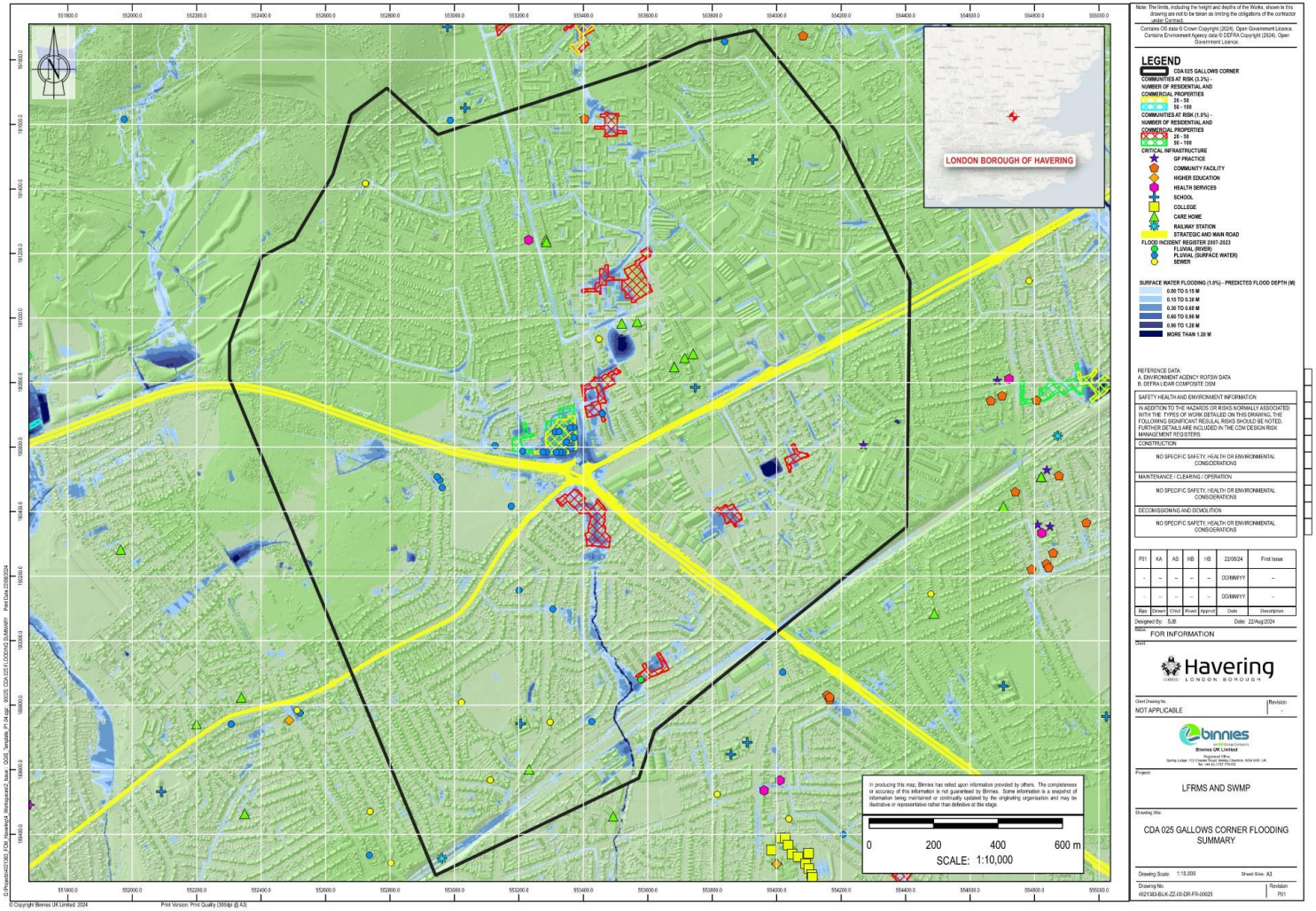

Figure C.8-1: CDA 025 Gallows Corner Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.9 CDA 026 – Harold Hill North

Table C.9.1: Flooding in the Harold Hill North CDA

CDA	026 – Harold Hill North			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		3	
	College		0	
	GP Surgery		0	
	Care/Nursing Home		2	
	Health Centres		0	
	Higher/Further Education		0	
	Major Roads		0	
	Schools		2	
	Strategic Sites Allocated		0	
	Fire Stations		0	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		1,700	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that many highways and residential properties could be affected by surface water. The roads and properties impacted in all flooding scenarios are Noak Hill Road, Hitchin Close, Taunton Road, Seven Oaks Close, North Hill Road, Dorking Road and Drapers' Brookside Primary School. In a 1 in 30- year surface water flood event the maximum depth at Drapers' Brookside Primary School is 0.9 metres.		
	Groundwater	The risk of flooding from groundwater is less than 25%.		
	River and Sea	There is risk of flooding from rivers and sea in the eastern boundary of the CDA. There is a high and medium risk from Carter's Brook which would impact the entirety of Drapers' Brookside Primary School and a section of Dorking Road.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	4	3	4
	Properties at Risk	271	400	682

CDA	026 – Harold Hill North			
	Critical Infrastructure at Risk	3	3	4
	Description	The number of Communities at Risk is lower in the 1 in 100-year scenario because two of the Communities at Risk in the 1 in 30-year scenario join to form a large community at risk in the 1 in 100- year scenario. There are four Communities at Risk in the 1 in 30-year surface water flooding scenario. Three of the Communities at Risk are located along Taunton Road and North Hill Road. These have 32, 78 and 79 properties at risk respectively. The average flood depth in the communities at is 0.3-0.6 metres. The other community at risk in this location is located across Edenhall Road.		
Validation	There have been 16 reported flooding events in the CDA since 2007, with 87% of those being due to surface water flooding. The most frequently reported flooding highways are Hitchin Close and Taunton Road. All of the reports of flooding on Taunton Road were on the 25th June 2021, where 15 residential properties were flooded internally and externally. Two of the three reports on Hitchin Close show two residential properties flooded internally and externally. The other report was in 2016 when six residential properties were flooded internally. These two roads are located within the Communities at Risk. The other road within the Communities at Risk which has suffered from surface water flooding is North Hill Drive. North Hill Drive was flooded in 2021 and 2022 when two residential properties were also flooded internally and externally. Drapers' Brookside Primary School was flooded in 2016, due to river flooding when the Carter's Brook exceeded its capacity. It was reported that flood depths averaged 1 metre which caused damage to the school. In this location there is also two convergent culverts which could be causing various flooding issues.			

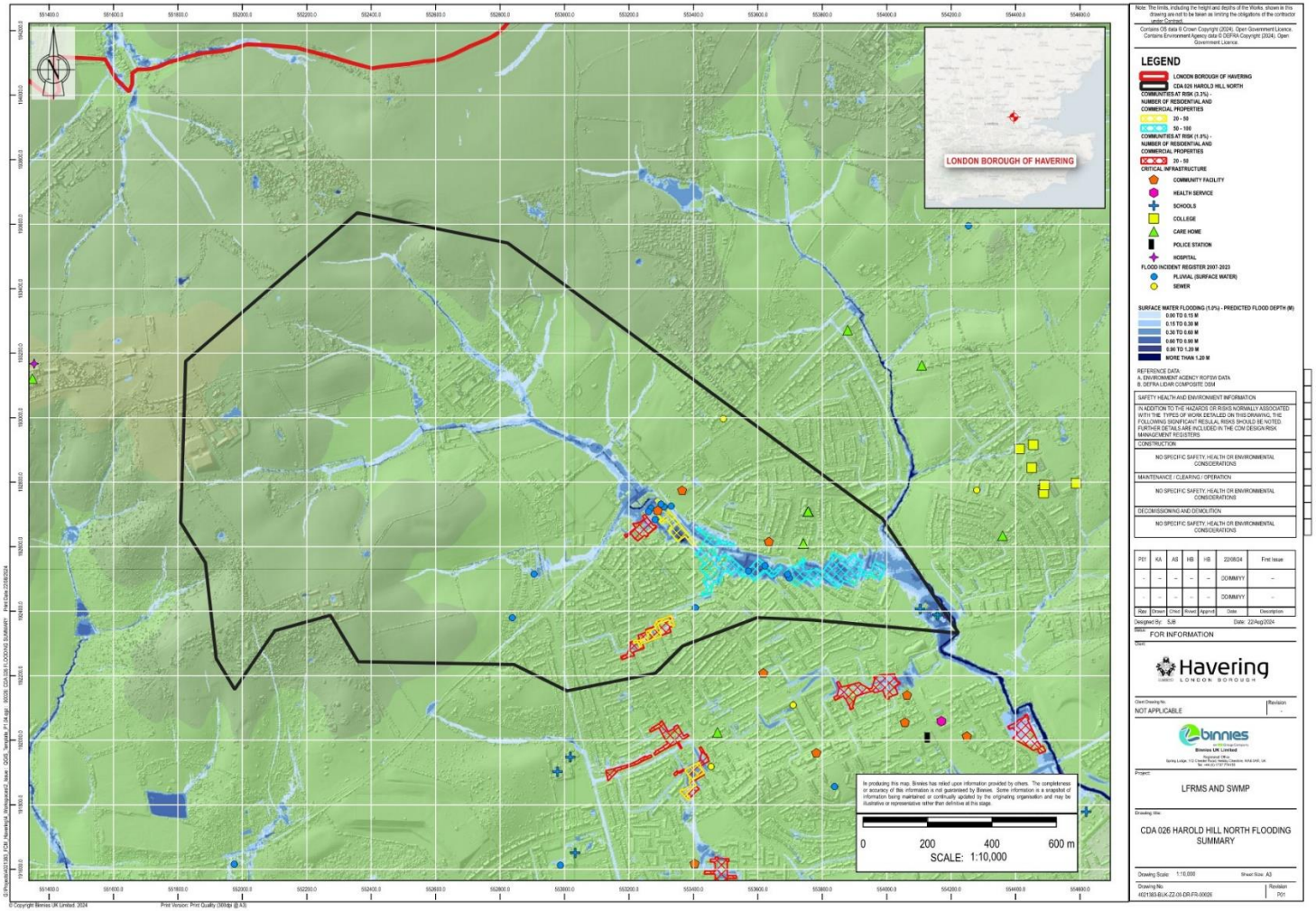

Figure C.9-1: CDA 026 Harold Hill North (not to scale, see A3 scaled maps in Appendix G)

C.10 CDA 034 – Thames

Table C.10.1: Flooding in the Thames CDA

CDA	034 – Thames		
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**
	Public/Community Facility		3
	College		8
	GP Surgery		2
	Care/Nursing Home		4
	Health Centres		4
	Higher/Further Education		1
	Major Roads		6
	Schools		5
	Strategic Sites Allocated		6
	Fire Stations		1
	Railway Stations		1
	Police Stations		0
	Hospitals		0
	Properties		5,553
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps shows that in a 1 in 30-year flooding scenario there are small areas of shallow localised flooding across the CDA. There are a few locations where this could cause damage such as Brookway and South Hall Drive. The mapping shows that the highways and residential properties could be flooded internally and externally with a depth of up to 0.6 metres. Newton Primary School would be impacted by depths of up to 0.6metres. The severity of surface water flooding increase in these locations in 1 in 100 and 1 in 1000-year event scenarios.	
	Groundwater	The risk of flooding from ground water increases from south to north in the CDA. In the south of the CDA, near the river Thames, the risk is less than 25%. It increases to 50-75% in more residential areas near New Road. In Cely Woods, to the north of the CDA, the risk is higher than 75%.	
	River and Sea	The risk of flooding from rivers and sea impacts the majority of the CDA south of New Road. The risk varies from very low risk to high risk. Low risk flooding extents north of New Road extents to highways such as South Street and Walden Avenue in South Hornchurch and follows a common watercourse into the northeast of the CDA which has a more rural character.	

CDA	034 – Thames			
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	0	2	9
	Properties at Risk	55	257	983
	Critical Infrastructure at Risk	11	21	30
	Description	There are two Communities at Risks in the 1 in 100-year surface water flooding scenario. One is located across South Street, Apple Tree Lane, and Walden Avenue. The average flood depth in this community at risk is 0.15-0.6 metres, with 34 properties at risk. The second community at risk is located on Brookway where there are 21 properties at risk with a maximum flood depth of 0.9 metres.		
Validation	There have been 31 reports of flooding the CDA since 2007, 80% caused by surface water flooding. Surface water flooding has been reported once in the Brookway community at risk. A common watercourse flows south from Brookway towards the Thames through a culvert under the railway line. In August 2020 the culvert got blocked causing 20 residential properties and the highways to be flooded by fluvial and surface water. Other roads flooded on more than one occasion are Brights Avenue, Farm Road, Lamson Road, New Road, River Close and Warrick Road.			

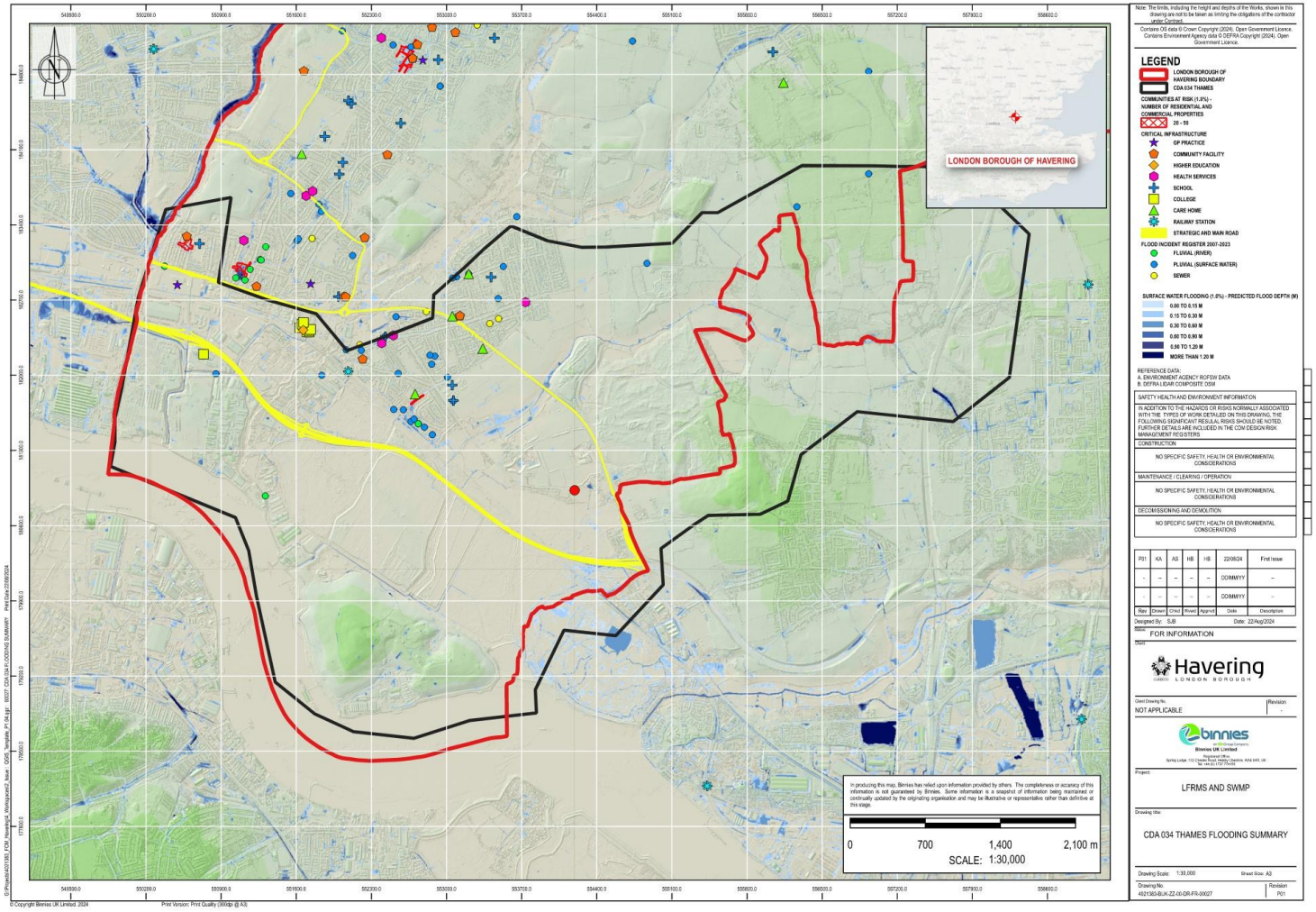

Figure C.10-1: CDA 034 Thames Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.11 CDA 036 – Ingrebourne

Table C.11.1: Flooding in the Ingrebourne CDA

CDA	036 – Ingrebourne			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		23	
	College		21	
	GP Surgery		7	
	Care/Nursing Home		11	
	Health Centres		6	
	Higher/Further Education		1	
	Major Roads		8	
	Schools		12	
	Strategic Sites Allocated		3	
	Fire Stations		0	
	Railway Stations		2	
	Police Stations		1	
	Hospitals		0	
	Properties		13,836	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that surface water flooding is mainly around the river Ingrebourne. In a 1 in 30-year flooding scenario there are various roads across the CDA impacted by shallow localised flooding. Certain areas are shown to experience increased flooding depth such as Queens Park Road, Elgin Avenue, Reford Road, and Frimley Avenue. All strategic and main roads in this CDA are affected by surface water in all flooding scenarios.		
	Groundwater	The risk of flooding from groundwater follows a north to south pattern. The north of the CDA has less an 25% risk. The middle the CDA from Shepherds Hill to Hornchurch Country Park varies from less than 25% to 75% risk. The south of the CDA has 50% to more than 75% risk.		
	River and Sea	The risk of flooding from rivers and sea impacts the south of the CDA and the River Ingrebourne which flows the length of the CDA. The risk in the south of the CDA is very low and extents to New Road and New Zealand Way. The risk of flooding from the river Ingrebourne is medium to high.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)

CDA	036 – Ingrebourne			
	Number of Communities	1	6	37
	Properties at Risk	387	1058	3659
	Critical Infrastructure at Risk	18	32	48
	Description	For the 1 in 30-year surface water flooding scenario there is one community at risk. This community at risk is located across Queens Park Road and Avenue Road, where there are 36 properties at risk. For the 1 in 100-year scenario, the number of properties at risk increases to 64. The other Communities at Risk in the 1 in 100-year surface water flooding scenario are on St.Neots Road, Oxford Road, Amersham Close, Harlesden Road, The Old Brickworks and Frimley Avenue.		
Validation	There have been 34 flooding reports since 2007, 35.5% of them refer to surface water flooding,38.5% to sewer flooding and 26% River flooding. The two most frequently flooded highways are David Drive and Hacton Lane. David Drive experienced sewer water flooding on two occasions in 2012 when Thames Water assets were blocked, resulting on the highways and three residential properties impacted. Hacton Lane experienced river flooding from the river Ingrebourne on three occasions, twice 2012 and once in 2016. Surface water flooding has been reported in the community at risk on Harlesden Road. The incident occurred in 2022 when the highway and one residential property were flooded.			

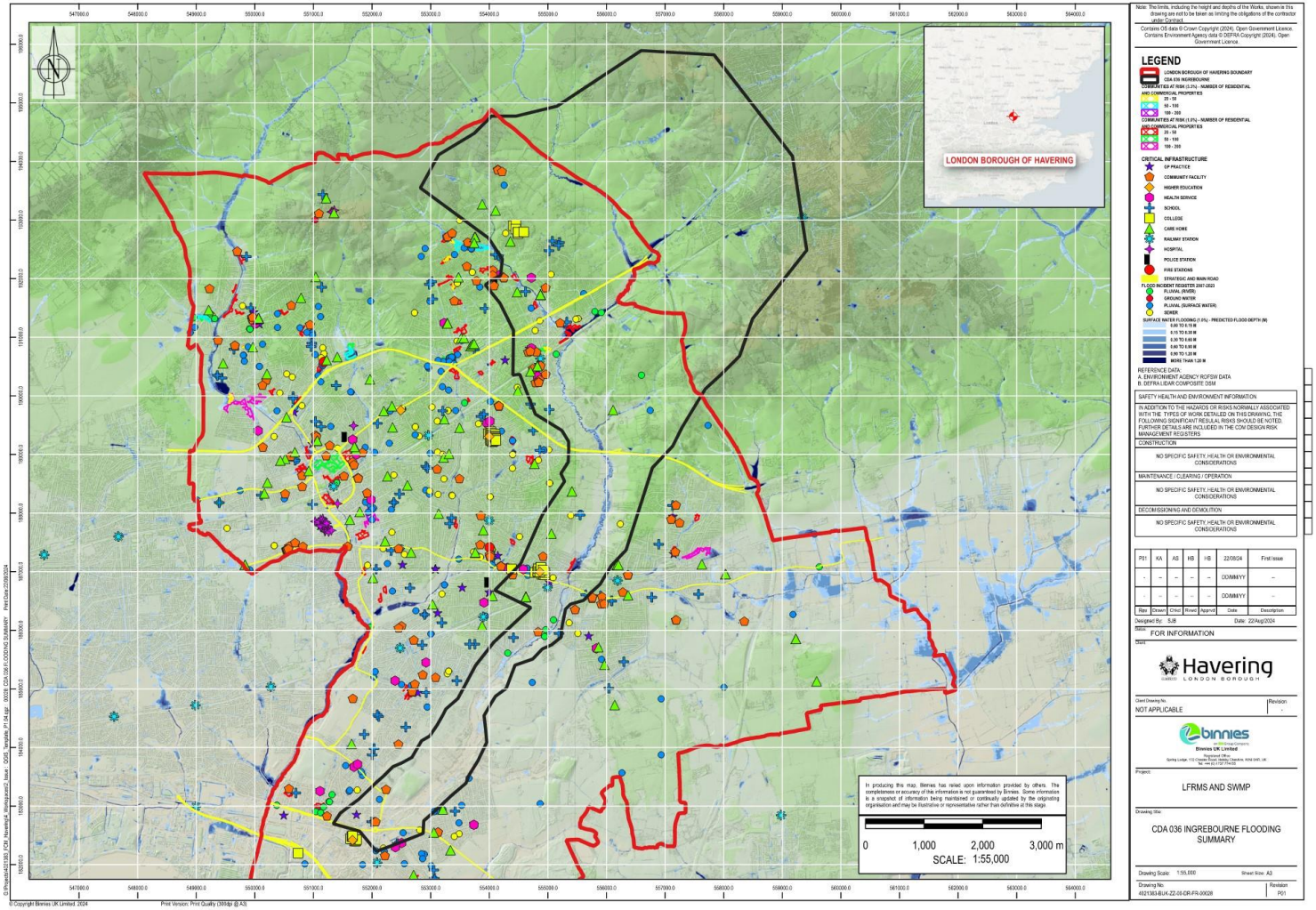

Figure C.11-1: CDA 036 Ingrebourne Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.12 CDA 037 – River Ravensbourne

Table C.12.1:Flooding in the River Ravensbourne CDA

CDA	037 – River Ravensbourne			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		1	
	College		0	
	GP Surgery		1	
	Care/Nursing Home		6	
	Health Centres		0	
	Higher/Further Education		0	
	Major Roads		2	
	Schools		4	
	Strategic Sites Allocated		5	
	Fire Stations		0	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		4,134	
Modelled Flooding	**Surface Water**	The risk of flooding from surface water is mainly located around the river Ravensbourne and extends out to roads surrounding it. In the 1 in 30-year event scenario various highways could experience shallow localised flooding. Highways impacted in all scenarios are Hornchurch Road, Northumberland Avenue, Slewins Lane and Saunton Road.		
	Groundwater	This risk of flooding from groundwater varies across the CDA. In the north and south of the CDA the risk ranges from 25% to more than 75%. The risk in the centre of the CDA is from 50% to less than 25%.		
	River and Sea	The risk of flooding from rivers and sea in this CDA comes from the river Ravensbourne which flows north to south. The risk follows a north to south pattern with increased risk downstream. The risk affects properties and highways in proximity of the river Ravensbourne as the extent is small.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	0	3	10
	Properties at Risk	79	220	919

CDA	037 – River Ravensbourne			
	Critical Infrastructure at Risk	2	2	7
	Description	There are three Communities at Risk in the 1 in 100-year surface water flooding scenario. They are located on Laburnum Avenue, Saunton Road, and Lyndhurst Road. The community at risk on Laburnum Avenue has 25 properties at risk, Saunton Road has 30 properties at risk and Lyndhurst Road has 24 properties at risk.		
Validation	There have been nine reports of flooding since 2007. The most frequently flooded roads are Abbs Cross Lane and Pinecroft. Abbs Cross Lane has three reports of flooding form 2012-2016. In 2014 one residential property was flooded internally and in 2016 the highway was flooded; these were both caused by surface water flooding. Pinecroft has three reports of flooding in 2012 showing that the highways were flooded but only on two occasions it was caused by sewer flooding. The other highways with reported flooding are Hill Crescent and Albany Road. There have been no reports of flooding within the 1 in 100-year Communities at Risk.			

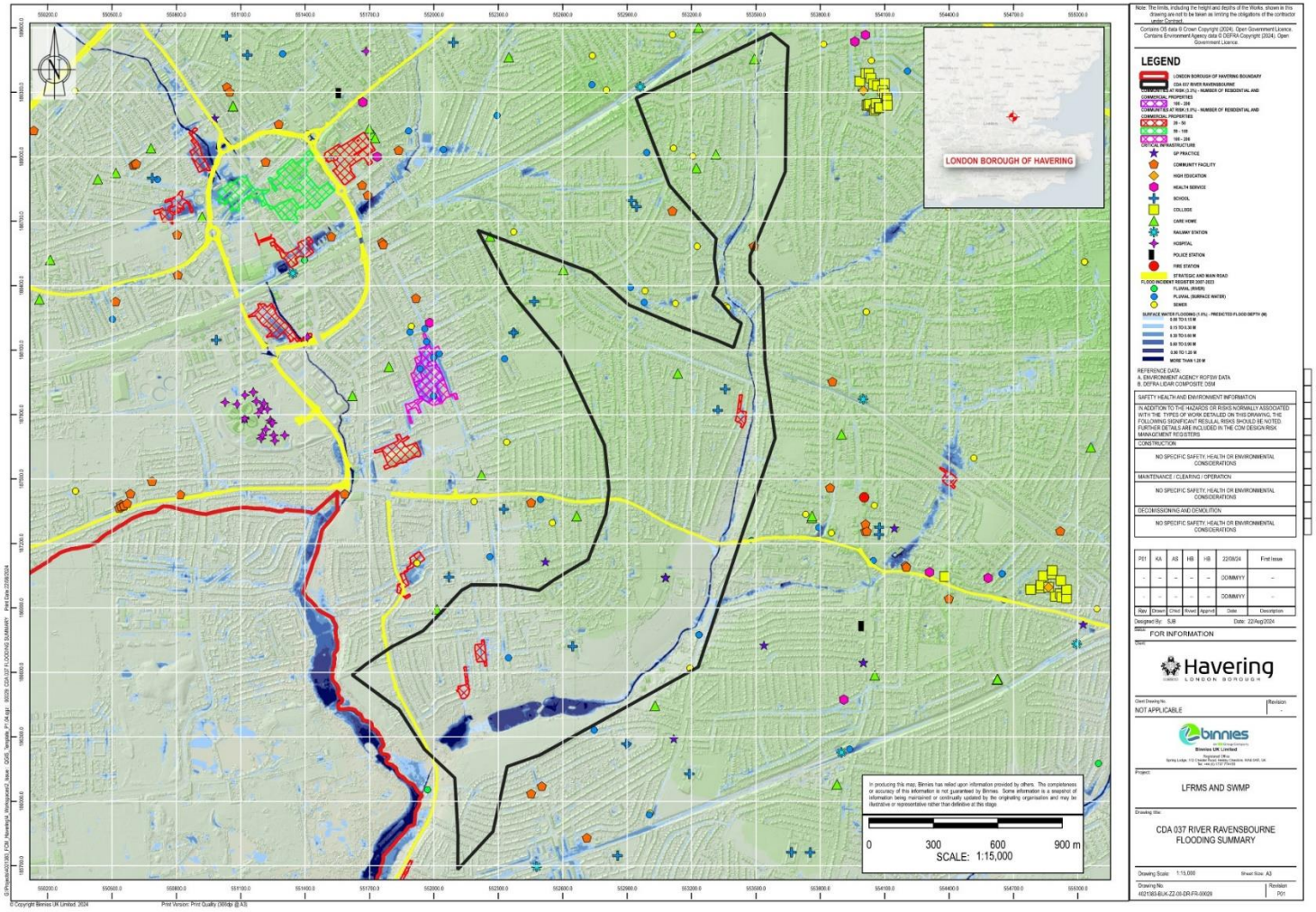

Figure C.12-1: CDA 037 River Ravensbourne Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.13 CDA 038 – Heath Park North

Table C.13.1: Flooding in the Heath Park North CDA

CDA	038 - Heath Park North			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		1	
	College		0	
	GP Surgery		0	
	Care/Nursing Home		1	
	Health Centres		2	
	Higher/Further Education		2	
	Major Roads		1	
	Schools		0	
	Strategic Sites Allocated		2	
	Fire Stations		0	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		1,359	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that surface water flooding impacts highways across the CDA and properties in the centre and south of the CDA. Highways shown to be impacted in all 1 in 30-, 100- and 1000-year surface water flooding scenarios are South Street, Clydesdale Road, Longfield Avenue, Allandale Road, Craigdale Road, Douglas Road, Park Lane, Albert Road, and Brentwood Road. The maximum flood depth across these roads is 0.6 metres.		
	Groundwater	The risk of flooding from groundwater varies across the CDA. The west of the CDA has a higher than 75% risk, the northeast is 25-50% risk and the southeast are less than 25%.		
	River and Sea	The risk of flooding from rivers and sea is in the south of the CDA. There is a small area of medium and high risk from the river Rom on the boundary of the CDA.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	1	2	2
	Properties at Risk	129	268	621

CDA	038 - Heath Park North			
	Critical Infrastructure at Risk	2	2	3
	Description	In a 1 in 30-year surface water event scenario there is one community at risk located on Douglas Road with 108 properties at risk. In a 1 in 100-year surface water event, the number of properties increases to 192. The other community at risk in the 1 in 100-year event is on Clydesdale Road and has 22 properties at risk.		
Validation	There have been 8 reports of flooding in this CDA since 2007. All the flooding reports are within three highways: Brentwood Road, Douglas Road, and Park Lane. Four of the flooding reports are within the community at risk on Douglas Road. The surface water flooding event occurred on 25th June 2021 and 4 properties were flooded internally and externally. There all been three other surface water flooding events reported near Douglas Road community at risk.			

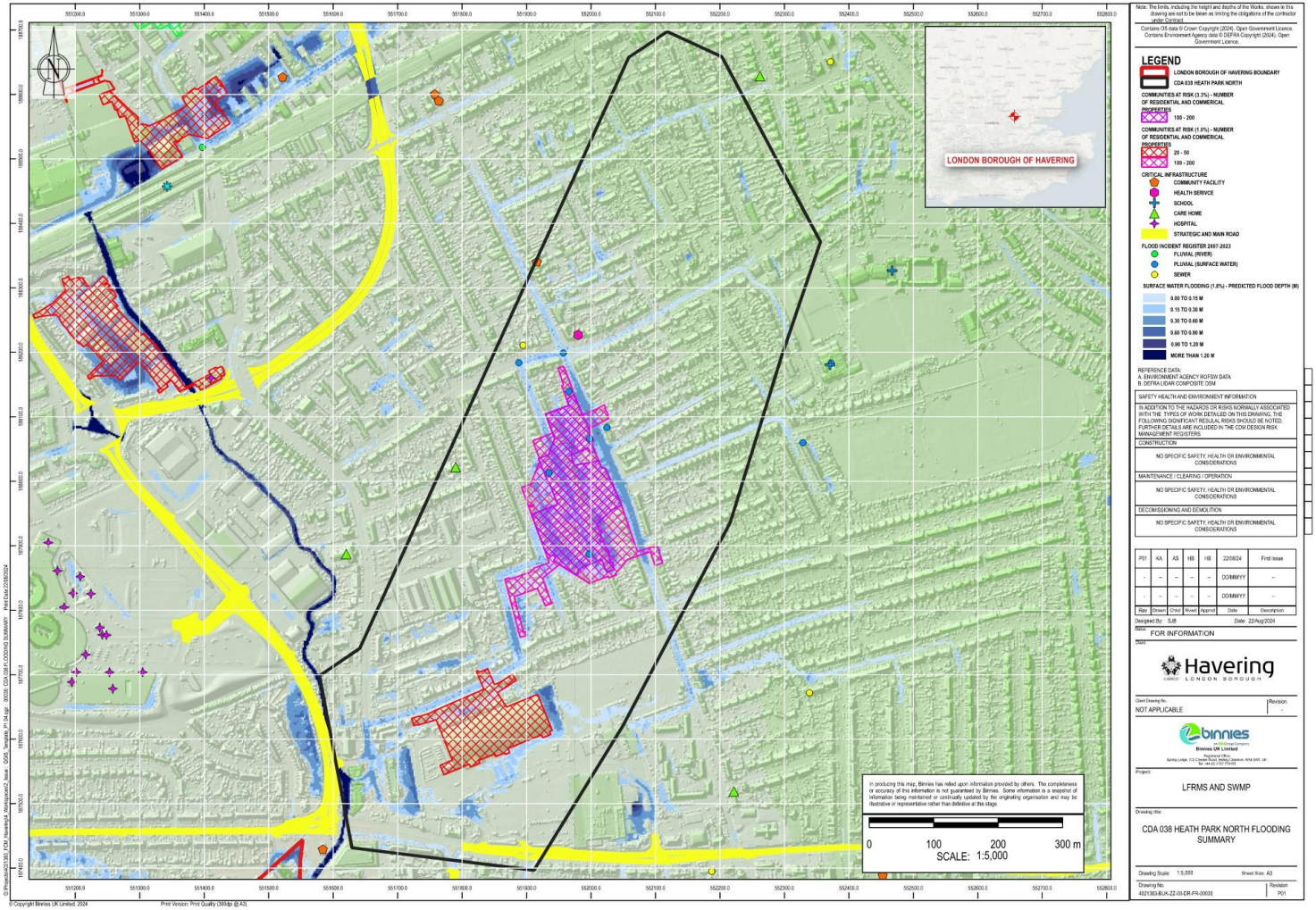

Figure C.13-1: CDA 038 Heath Park North Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.14 CDA 039 – Heath Park South

Table C.14.1: Flooding in the Heath Park South CDA

CDA	039 – Heath Park South			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		1	
	College		0	
	GP Surgery		1	
	Care/Nursing Home		3	
	Health Centres		1	
	Higher/Further Education		0	
	Major Roads		2	
	Schools		3	
	Strategic Sites Allocated		1	
	Fire Stations		0	
	Railway Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		2,375	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that various roads and highways are impacted by surface water flooding. Hornchurch road which is both a strategic and main highway is impacted by surface water flooding in all 1 in 30-, 100-, and 1000-year event scenarios. Other highways impacted in all scenarios are Bush Elms Road, Park Lane, Maygreen Crescent, Albany Road, Rainsford Way, Strathmore Gardens and Gordon Avenue.		
	Groundwater	The risk of flooding from groundwater varies across the CDA. The west is at a higher risk than 75%, the north is at 25-50% and the east is at less than 25% risk.		
	River and Sea	There is no risk of flooding from rivers and sea.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	0	1	5
	Properties at Risk	53	122	470
	Critical Infrastructure at Risk	2	4	5

CDA	039 – Heath Park South	
	Description	There is one community at risk in the 1 in 100-year surface water flood scenario. It has 35 properties at risk and is located across Upper Rainham Road and Strathmore Gardens. The number properties at risk increases to 97 in the 1 in 1000-year surface water flooding scenario.
Validation	There have been 8 reports of flooding in this CDA since 2007, 50% of the reports were caused by surface water. One of the reports is in Strathmore Gardens, within the community at risk. In 2009, four residential properties and the highways were impacted by sewer flooding. Other highways which have flooded are Albany Road, Hornchurch Road, Granger Road, Globe Road, Strathmore Gardens, Norman Road and Babington Road.	

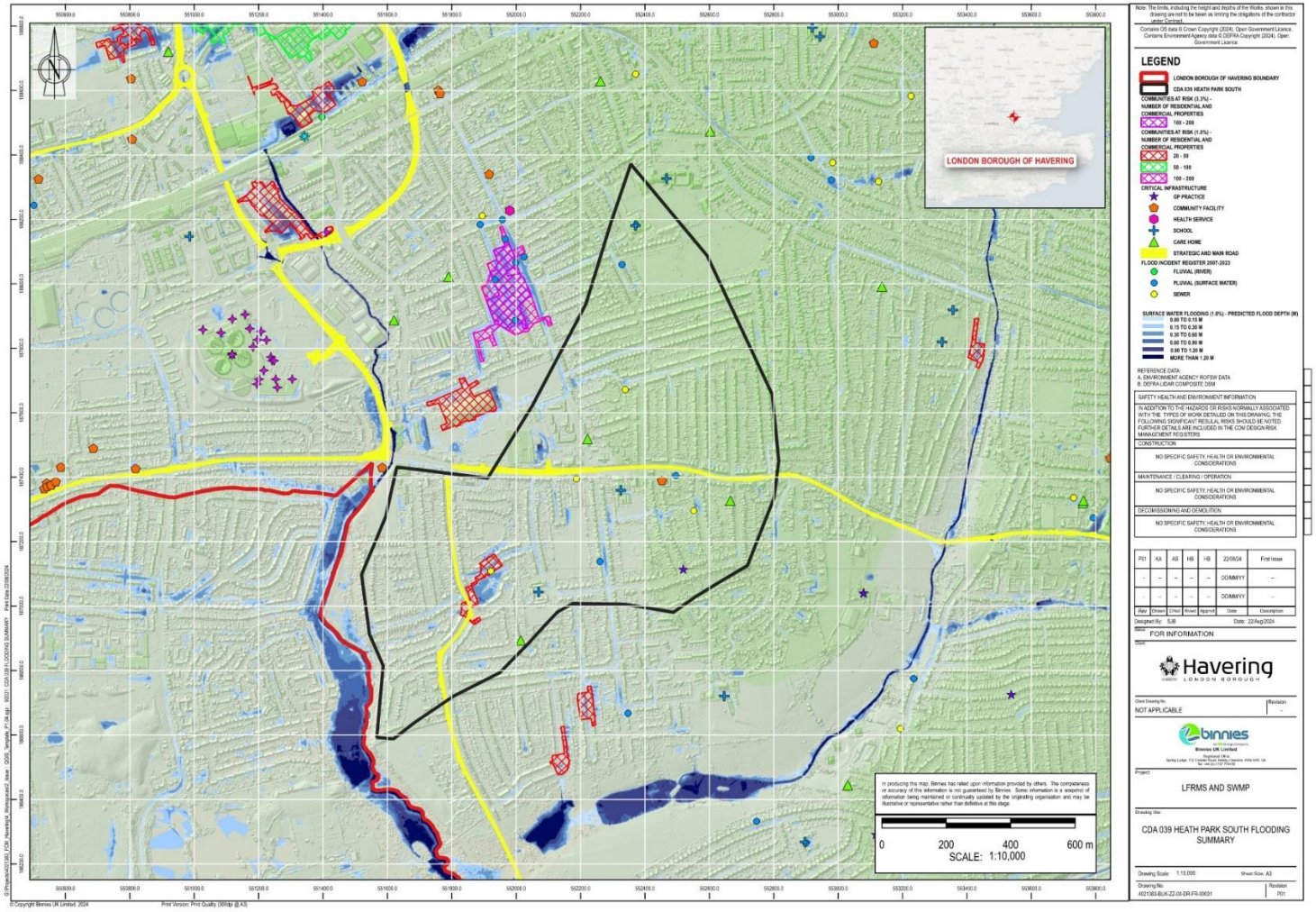

Figure C.14-1: CDA 039 Heath Park South Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

C.15 CDA 040 – Harold Hill South

Table C.15.1: Flooding in the Harold Hill South CDA

CDA	040 – Harold Hill South			
Potential Receptors (Critical Infrastructure and Homes)	**Infrastructure**		**Number**	
	Public/Community Facility		4	
	College		0	
	GP Surgery		4	
	Care/Nursing Home		1	
	Health Centres		1	
	Higher/Further Education		0	
	Major Roads		0	
	Schools		3	
	Strategic Sites Allocated		1	
	Fire Stations		0	
	Railways Stations		0	
	Police Stations		0	
	Hospitals		0	
	Properties		1,643	
Modelled Flooding	**Surface Water**	The EA risk of flooding from surface water maps show that various highways and properties would be impacted by surface water flooding. Highways flooded in all surface water events scenarios are straight road, Hilldene Avenue, Chatteris Avenue, West Dene Drive, East Dene Drive, Chippenham Road, and Gooshays Drive.		
	Groundwater	The risk of flooding from groundwater is less than 25% across the entire CDA.		
	River and Sea	There is risk of flooding from rivers and sea in the east of the CDA, with a high to medium risk within green space around Paine's Brook.		
Communities at Risk	**Scenario**	**1 in 30-year event** (3.3% chance)	**1 in 100-year event** (1% chance)	**1 in 1000-year event** (0.1% chance)
	Number of Communities	0	4	6
	Properties at Risk	110	250	573
	Critical Infrastructure at Risk	1	5	7
	Description	There are 4 Communities at Risk in the 1 in 100-year surface water event scenario. They are located across		

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		Hilldene Avenue, Daventry Road, Chatteris Avenue, Quilter Way, and Chippenham Road. The largest community at risk is located across Chippenham Road and Quilter Way and has 47 properties at risk.
Validation	There have been 3 reported flooding events in the CDA since 2007. One sewer flooding event was on Chatteris close, near the community at risk located on the same road. The flooding event was reported in 2012 when the highway was flooded. Surface water flooding was reported in Grange Road in 2016 when one property was flooded internally and externally. The stakeholders reported localised flooding caused by blocked gullies. Currently gully maintenance and clearing is conducted on a risk-based approach.	

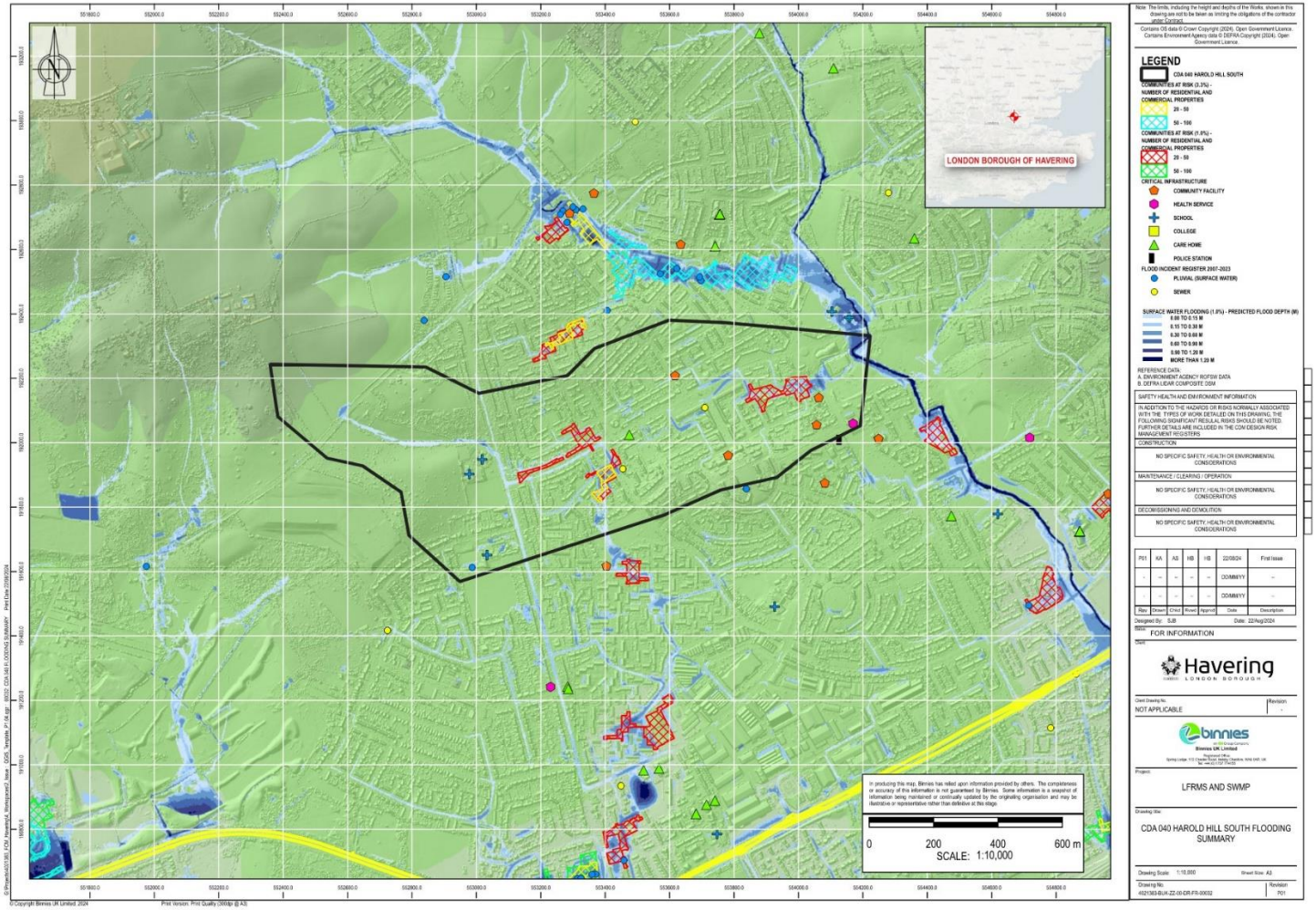

Figure C.15-1: CDA 040 Harold Hill South Flooding Summary (not to scale, see A3 scaled maps in Appendix G)

Appendix D: Multi Criteria Analysis

D.1 Multi Criteria Analysis Guidelines

Table D.1.1: Multi Criteria Analysis Guidelines

	Technical		Economic				Social	Environmental		Carbon	Objectives
	Is the measure technically effective in reducing flood risk?	*Is the measure practical to implement? (Buildability)*	*Is the measure expensive to implement? What is the cost per property?*	*Is long-term maintenance required and how significant are these costs?*	*Could the measure attract partnership funding contributions?*	*Would the measure reduce flooding to critical infrastructure, including the critical highways network?*	*Are there wider community benefits (e.g., footpaths, recreation, education, social cohesion)?*	*Are there opportunities to deliver wider ecological and BNG benefits?*	*Is the measure resilient to the impacts of climate change?*	*Carbon footprint*	*Will it help achieve the objectives of the SWMP?*
Score +2	Local reduction of flood risk by more than one risk band with no third party or downstream impacts.	Two or more of: good access, public land, within the council Highways capability		Significantly reduces maintenance relative to existing and costs	Very likely - Local stakeholders able to contribute AND in current RFCC programme.	Yes, reduces flooding to the A road network and/ or a major facility such as a hospital or school	Potential improvement to recreation, footpaths, or social cohesion more widely	Potentially improves designated site or protected species	Measure can be designed to cope with predicted extreme rainfall intensities	Potential for carbon sequestration (e.g., NFM measures)	Measure meets 5 or more of the objectives including the highways objective
Score +1	Local reduction of flood risk by up to one risk band with no third party or downstream impacts.	One of: good access, public land, within the council Highways capability		Reduces maintenance relative to existing and costs	Likely - Local stakeholders able to contribute OR in current RFCC programme.	Yes, reduces flooding to the local road network	Potential improvement to recreation, footpaths, or social cohesion locally	Potentially creates or improves habitat or non-protected species	Measure can be designed to cope with predicted severe rainfall intensities	Low carbon footprints - by including mitigation and offsetting opportunities	Measure meets less than 5 of the objectives (plus highway objectives)
Score 0	No change locally or downstream.	Option does not require physical implementation	No additional cost.	No change relative to existing maintenance regime.	Unlikely/unsure - No local stakeholders can contribute OR not in current RFCC programme.	No change/unsure	No change/unsure	No change/unsure	Measure can be designed to cope with designed rainfall intensities	Low carbon footprint - (NFM, local materials, local workforce, no movement of material)	Measure meets lets than 5 of the objectives (not highway objectives)
Score -1	Potential local reductions to flood risk but may increase risk downstream by up to one risk band.	One of: difficult access, work on private land, requires external contractor, working at height or in confined spaces	Low capital cost *less than £10k* (can be implemented by in-house workforce)	Requires additional intermittent maintenance relative to existing maintenance regime.	Potential detriment to critical infrastructure locally		Potential detriment to recreation, footpaths, or social cohesion locally	Potentially detriment to habitat or non-protected species	Measure likely to fail with predicted severe rainfall intensities.	Medium carbon footprints - 1 of the following plus low carbon actions (use of concrete, mortars & cement; metals; plastic, transport or material, use of quarried material, plant emissions, Waste removal)	Measure meets few of the objectives
Score -2	Potential local reductions to flood risk but may increase risk downstream by more than one risk band.	Two or more of: difficult access, work on private land, requires external contractor, working at height or in confined spaces	High capital cost *more than £10k* (will require a contractor)	Requires additional regular maintenance relative to existing maintenance regime.	Potential detriment to critical infrastructure more widely		Potential detriment to recreation, footpaths, or social cohesion more widely	Potentially detriment to designated site or protected species	Measure likely to fail with predicted extreme rainfall intensities.	Large carbon footprint - 2 or more (use of concrete, mortars & cement; metals; plastic, transport or material, use of quarried material, plant emissions, Waste removal)	Measure meets none of the objectives

D.2 LFRMS measures codes

Table D.2.1: LFRMS measures codes

LFRMS Aims	Code	Objective
Supporting communities to be more flood resilient	A1	• To increase awareness of flood risk in the Borough with internal and external stakeholders and members of the public. • To work with Local Resilience Forum partners to improve our preparedness, resilience, and response to flood events. • To take a risk-based and affordable approach to managing flood risk across the Borough.
Working with others to reduce flood risk	A2	• To work together with internal and external stakeholders to manage flooding from all sources in the Borough. • To increase understanding internally and externally of the Lead Local Flood Authority role. • To work with internal and external stakeholders to take a consistent and prioritised approach managing drainage and flood risk assets in the Borough, with an emphasis to maintenance of existing drainage infrastructure, including watercourses.
Making places flood resilient	A3	• To deliver a prioritised programme of works to alleviate flooding, including natural flood management measures. • To embed actions to reduce flood risk into our approach to manage the highways network. • To integrate policies and guidance to reduce flood risk through new development into our approach as a Local Planning Authority.

D.3 CDA 005 Ardleigh Green East

Table D.3.1: CDA 005 Ardleigh Green East Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are these costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g., flood doors, flood gates, self-closing air bricks.	1	1	0	-1	1	0	0	0	-1	-1	0	0	Property level resilience is likely to reduce flood risk by one band, assuming maximum protection to 0.6m, however the reduction is very localised to the properties effected and where the measures are implemented. Practical to implement because they are individual properties but would have to communicate with owners. Property level protection has no mapping already implemented. In climate change flooding scenario the depth flood depth is 0.3-0.6 meters. Typical cost of property level protection £10 -15k per property. Withstand up until 0.6m, anything above needs a structural survey to extend up to 0.9m.
NS2	Asset management and maintenance	L1, F3, H1, A1, P3	Existing culvert running through communities at risk (Great Nelmes Chase)	0	-2	0	0	0	0	0	0	-1	0	1	-2	Scoring could vary by the conveyance element implemented, however in this CDA there is limited space got environmental elements e.g., swales to be implemented.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1, F2	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	0	-2	-2	0	0	0	-1	0	0	-2	1	-6	No strategic or regeneration development areas are located within the CDA. This would not be feasible to implement.
NS4	Watercourse management and maintenance	F2, F3, P3, H1	Maintenance to ensure optimal functionality and prevent degradation e.g., keeping growth of vegetation under control, free of debris and reducing excess silt.	1	-1	-1	-1	0	0	0	0	1	-1	0	-2	The entirety of the watercourse is culverted so maintenance would require working in confined spaces. The river is entirely culverted, so this is not feasible
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3, H1	An engineering structure to collect rainwater from impermeable services e.g., rain gardens.	0	-1	-1	-1	1	1	1	1	0	-1	1	1	Limited space for implementation and no future developments, only potential would be at school or college. No known projects for this to be included. Not resilient to climate change but we acknowledge that it could reduce climate change impacts Wider implementation could reduce flood risk to strategic roads but would not cause an effect on its own.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management. E.g., filter strips and swales etc	0	-1	-1	-1	0	1	1	0	0	-1	1	-1	Scoring could vary by the conveyance element implemented, however in this CDA there is limited space for environmental elements e.g., swales to be implemented.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g., swales and wet ponds.	0	-1	-1	-1	1	1	1	1	2	-2	1	2	There is lack of space in the CDA for large scale attenuation for extreme rainfall.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are these costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g., in channel enhancements, larger scale river restoration and SuDS.	0	-2	-2	0	0	-1	-1	1	0	-2	0	-7	Heavily modified culverted watercourse which is very unlikely to be able to be restored. Would cause a significant impact to the community. Would cause increase biodiversity in the river channel and surrounding areas. Large scale construction would be needed. Meets two objectives excluding the highways objectives.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g., storage, embankments, water and diversion channels.	0	-2	-2	-1	0	0	-2	-1	0	-2	1	-9	Unlikely to be an option for this CDA, no space available and mainly in private property. Hard engineering techniques could be damaging to ecology and would have a high carbon footprint. Meets three objectives including the highway objective. Would cost more than £10k. Would need to be maintained to remain effective.
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	-1	-2	-1	0	1	0	1	0	-1	0	-2	Most built up areas and the green spaces available are parks or school fields so unlikely to be an option. Meet four objectives including the highway's objective. Would cost more £10k. The increase of more greenspaces could increase recreation in the CDA. Reduce runoff would also impact runoff on the local road network.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces. Section 19 - Investigate scope to increase surface water sewer capacity in the locations affected by flooding.	0	-1	-1	-1	0	0	0	1	1	-1	1	-1	There is a wide range of benefits depending on the type of measures e.g., green/grey measures implemented Would cost more than £10k. Could have a high carbon footprint due to the use and transport of materials, workforce and machinery used. Meets one objective excluding the highways objective.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	-1	-2	-1	0	1	-1	-1	1	-1	2	-2	We believe this would be more targeted for rural areas, limited available space. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets five objectives including the highways objective.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Unlikely to be feasible - stakeholders did not inform of projects in this CDA. Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways objective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Unlikely to be feasible - stakeholders did not inform of projects in this CDA. Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	1	-2	-2	-1	0	1	-1	0	1	-2	1	-4	Could be added under the increasing surface water sewer capacity - S7. Meets three objectives including the highways objective. Would cost more than £10k. Increased capacity in the culverts would reduce the volume of run off on the local road network. Material would be used and transported with machinery emissions would create a high carbon footprint.

D.4 CDA 014 – River Rom and Beam River

Table D.4.1: CDA 014 River Rom and Beam River Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement ?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g., flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	-2	-2	0	-4	Would be beneficial for most properties in the communities at risk across the CDA. Some would have undergone a structural survey before. Would not be effective in climate change scenario. Would have a high carbon footprint because of the use and transport of materials. Would cost more than £10k.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	0	-2	-2	-1	0	1	0	0	1	0	1	-2	Long term regular maintenance would be required as part of the plan and maintenance could be increased to adapt to climate change scenario. Meets three objectives including highway's objective. Implementing and actioning the plan could involve working in confined spaces. River Rom is culverted in some locations so would involve working in confined spaces
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	1	-2	-2	0	0	0	-1	-1	1	-2	1	-5	Would cost more than £10k. Meets three objectives including the highway's objective. Infrastructure could be relocated to an area which would not be flooded in a climate change scenario. High carbon footprint from transport and use of materials, construction, and machinery. Relocating to a greenspace, detrimental impacts to the existing habitats. Reduces the space in the CDA for recreation.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g., keeping growth of vegetation under control, free of debris and reducing excess silt.	1	-1	-1	-1	0	1	0	0	1	-1	0	-1	Would be implemented for accessible locations along the river Rom Would need to be continuously maintained. Meets three objectives excluding the highways objective. Maintenance could be increased to meet the increased flow from climate change.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g., rain gardens.	1	1	-1	-1	1	1	0	1	0	0	1	4	Available accessible space across the CDA. Meets four objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	-1	1	0	-1	1	2	Available accessible space across the CDA. Meets objectives including the highways objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported.
S3	Storage for managing 'extreme rainfall' Investigate opportunities to provide storage at the Cross Road decommissioned Flood Storage Area	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g., swales and wet ponds.	1	1	-1	-1	1	1	-1	1	1	-1	1	3	Available accessible space across the CDA. Meets four objectives including the highways objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported. Could be adapted to store larger volumes of water caused by climate change scenarios.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	1	-2	-2	0	0	-2	1	1	0	-1	0	-4	Would encourage the natural processes of the river Rom. Meets two objectives excluding the highways objective. Would cost more than £10k. Potentially could affect community benefits for example pathways and land near the river Rom being more accessible. Encourages natural ecological and biodiversity processes on the watercourse.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	1	-2	-2	1	0	1	-1	-1	1	-2	1	-3	Meets three objectives including the highways objective. Potentially could use to protect schools and critical infrastructure near watercourses. High carbon footprint from many factors including the use and transport of materials, potential quarried materials. Would cost more than £10k. Measure could be adapted to meet the needs to protect against a climate change flooding scenario. Depending on the scale it could impact community and ecological benefits negatively.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement ?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	1	-2	-1	0	2	1	1	0	-1	1	3	This CDA would be an ideal location to implement this measure because it stretches the entire length of LBH and the river Rom, water could be held in the north of the CDA and delayed before reaching impermeable surfaces in the centre. Pathways could be introduced through the permeable areas. Meets four objectives including the highways objective. The removal and transport of materials creates a medium carbon footprint.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g., soakaways and reducing impermeable surfaces. Measure from previous section 19: Investigate scope to increase surface water sewer capacity in the locations affected by flooding.	1	1	-2	-1	0	0	0	0	0	-2	-1	-4	Introducing soakaways could impact pathways and recreational areas. Available space to implement across the CDA, larger greenspaces in the north or south. Meets one objective excluding the highways objective. Unlikely to be able to cope with climate change scenarios. Would cost more than £10k.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream. Measure from previous section 19: Investigate opportunities for land management and flow management in the upper reaches of each catchment.	1	1	-2	-1	0	0	-1	-1	0	-1	2	-2	This CDA would be an ideal location to implement this measure because it stretches the entire length of LBH and the river Rom. Could impact the community and ecology of the CDA negatively depending on the scale and location.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	1	-2	-2	-1	0	1	0	0	1	-2	1	-3	Would be beneficial to increase the capacity to be able to cope with climate change scenarios. Meet three objectives including the highways' objective. Would cost more than £10k. The removal, use and transport of materials creates a high carbon footprint.
S12	Specific planning policy	H1	A new planning policy aiming to provide a considerable improvement of surface water runoff for development in strategic sites and redevelopment areas. Green infrastructure should be favoured over grey.	1	1	0	0	0	2	1	1	1	-1	1	7	This measure is not a structural measure, it will lead to implementation on the ground for SuDS and other runoff reduction measures. Although these measures would not be built in public land, they will need to be considered as there would be a planning policy requirement. Analysing the impact of the policy rather than the policy itself. Regarding to carbon - there would be a lot of construction involved but this policy will work alongside other carbon reduction policy which is likely to offset some of the carbon footprint of the development over its lifetime. This measure would support the objectives H1

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement ?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Carried Over																
C1	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)	H1	A new planning policy aiming to provide a considerable improvement of surface water runoff for development in strategic sites and redevelopment areas. Green infrastructure should be favoured over grey. Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)	1	0	-1	-1	2	1	1	1	1	-1	2	6	This measure is not a structural measure, it will lead to implementation on the ground for SuDS and other runoff reduction measures. Although these measures would not be built in public land, they will need to be considered as there would be a planning policy requirement. Analysing the impact of the policy rather than the policy itself. Regarding to carbon - there would be a lot of construction involved but this policy will work alongside other carbon reduction policy which is likely to offset some of the carbon footprint of the development over its lifetime. This measure would support the objectives H1 Feasibility of increasing capacity in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area). This analysis is of the effects of the study and the potential impacts. Assuming that projects implemented are the short list of the study.

D.5 CDA 015 – Havering Park

Table D.5.1: CDA 015 Havering Park Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	-1	-2	0	-3	Majority of the community at risk properties is located in flood depth of less than 0.6 metres and more between 0.6 and 0.9 metres in a 1 in 100-year flood events, with the highest depths of between 0.9 and >1.2 metres in the middle of the road. This option could be used for some properties but would not be beneficial for all. The properties with flood depth between 0.6 and 0.9 would need structural surveys completed. This measure would not mitigate flooding on the highways network. Use of metal and concrete which has been transported. Does not provide an environmental, community and BNG benefit for the local area as each measure is implemented directly onto a household.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	2	1	-2	0	0	2	1	-1	2	-2	1	4	The measure could be implemented so that the infrastructure is relocated to an area which is outside a climate change flooding scenario extent. The part of the CDA which is inside the Havering boundary is over 50% green space which could potentially be used for relocation of infrastructure. Rebuilding infrastructure and moving materials means that there would be no positive social or environmental impacts.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g., keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g., rain gardens.	1	1	-1	-1	1	1	0	1	0	-1	0	2	The part of the CDA which is inside the Havering boundary is over 50% green space which could potentially be used for rain gardens and green conveyance techniques, as well as green space on Walton Road. Flood risk will be reduced more by the measure working alongside other green measures.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	0	1	0	-1	1	3	The part of the CDA which is inside the Havering boundary is over 50% green space which could potentially be used for rain gardens and green conveyance techniques, as well as green space on Walton Road. Flood risk will be reduced more by the measure working alongside other green measures.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g., swales and wet ponds. (Create detention basins in the land to the west of Frinton Road) Previous SWMP measure: Create detention basins in the land to the west of Frinton Road.	1	1	-1	-1	1	1	0	1	1	-1	1	4	The part of the CDA which is inside the Havering boundary is over 50% green space which could potentially be used for storage techniques, as well as green space on Walton Road.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g., in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
S6	Run-off reduction strategy	P1, F3, P3, H1	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure	1	1	-1	0	1	1	1	1	0	-1	1	5	The plan could cover the need to keep green spaces were possible and reduce development. Possibility to reduce impermeable surfaces and replace with permeable surface on wide pavements.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
			techniques to allow increased infiltration.													
S7	Reducing surface water in the sewer	F3, H1, P3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	1	-1	-1	1	0	-1	-1	-1	-2	1	-3	Soakaways can be used in residential areas. Soakaways would use quarried and transported materials. Implementation of soakaways could potentially need working in confined spaces.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	1	-1	-1	1	1	2	1	-1	-1	1	4	Potentially can be implemented in the greenspace of the CDA, could be used to hold and slow water away from more residential areas.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-1	-1	-1	0	1	0	0	0	-2	1	-2	This measure would include working in confined spaces. The pipes would be adapted to meet the increased flow due to climate change. The measure would include using machinery, materials, and transport. Assuming it would not be practical and expensive to implement due to having to have contactor and being in a residential area.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	0	1	-2	1	-3	This measure would include working in confined spaces. The pipes would be adapted to meet the increased flow due to climate change. The measure would include using machinery, materials, and transport. Assuming it would not be practical and expensive to implement due to having to have contactor and being in a residential area.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA

D.6 CDA 016 Rise Park West

Table D.6.1:CDA 016 Rise Park West Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g., flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	2	0	0	0	-2	0	0	The measure would be beneficial for the community at risk in the north of the CDA because the flood depth is around 0.3 metres. This measure would also be resilient for climate change impacts. In the lower community at risk, it would be beneficial to come properties because the flood depth is between 0.3 and 0.9 metres. This means that for some properties that the measure can be used but the property would need a structural survey first. This measure would not be resilient to climate change impacts because the flood depth would exceed the height of the structure.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	0	-2	-2	0	0	0	-1	0	0	-2	1	-6	No strategic or regeneration development areas are located within the CDA. This would not be feasible to implement.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g., keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g., rain gardens.	1	1	-1	-1	1	1	0	1	0	-1	0	2	There are a few green spaces and parks, potentially this measure would be more beneficial in the north of the CDA where the elevation is highest to hold the surface water. Would reduce flood impacts if worked alongside other techniques.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	0	1	0	-1	1	3	Would cost less than £10k and would require maintenance. Could be more beneficial if implemented alongside other green infrastructure techniques. Low carbon footprint because it is a NFM technique which could use local workforce. Meets three objectives excluding the highways objective.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g., swales and wet ponds.	1	1	-1	-1	1	1	1	1	1	-1	1	5	There are a few green spaces and parks which can be used for storage and reduce the amount of surface water on impermeable surfaces and in surface water sewers. Would cost less than £10k and would require maintenance. Could be more beneficial if implemented alongside other green infrastructure techniques. Low carbon footprint because it is a NFM technique which could use local workforce. Meets three objectives excluding the highways objective.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g., in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g., storage, embankments, water	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
			and diversion channels.													
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	1	-1	0	1	1	0	1	0	-1	0	3	Increase permeable surfaces where possible in the locations where the communities at risk are located and in the surrounding areas e.g., greenspace on wide pavements. Would reduce flood impacts if worked alongside other techniques.
S7	Reducing surface water in the sewer	F3, H1, P3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	1	-1	-1	1	0	-1	0	0	-2	1	-1	Would include the used of quarried materials and transported materials We believe this would be more targeted for rural areas, limited available space. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets five objectives including the highways' objective.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	-1	-2	-1	0	1	-1	-1	1	-1	2	-2	We believe this would be more targeted for rural areas, limited available space. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets five objectives including the highways' objective.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-1	-1	-1	0	1	0	0	1	-2	1	-1	This measure would include working in confined spaces. The pipes could be adapted to meet the increased flow due to climate change. The measure would include using machinery, materials and transport. Assuming it would not be practical and expensive to implement due to having to have contactor and being in a residential area.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-1	-2	-1	0	1	0	-1	1	-2	1	-3	This measure would include working in confined spaces. The pipes would be adapted to meet the increased flow due to climate change. The measure would include using machinery, materials and transport. Assuming it would not be practical and expensive to implement due to having to have contactor and being in a residential area.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
Mitigation Measures - Carried Over																
C1	Investigate the function and effectiveness of the existing pond at the rear of Moray Way.		The investigation would further inform what maintenance is needed for the existing pond.	1	-1	1	-1	0	0	0	0	0	-1	0	-1	Cannot locate the existing pond. Depending on how effective the pond is currently, there is potential that it would need to be maintained more often to increase its effectivity a helping reduces flood risk.

D.7 CDA 017 – Rise Park

Table D.7.1: CDA 017 Rise Park Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g., flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	0	-2	0	-2	The measure would be able to protect the majority of the properties in the community at risk as the flood depth is below 0.6m, the properties in flood depth higher than 0.6m would need to be undergo a structural survey. Meets two objectives but not the highways objective. High carbon footprint due to materials being used and the transport
NS2	Asset management and maintenance	L1, F3, H1	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	1	-1	-1	-1	0	1	0	0	1	0	1	1	The river is partially culverted in the lower part on the CDA. Maintenance can be increased to accommodate for increased for from climate change. Maintenance can be increased to reduce risk of increased flooding from climate change. To facilitate this measure working in confined spaces would be needed. In the south of the CDA there is a strategic rood which is at risk of flooding. Would prevent blockages of culvert near strategic roads and communities at risk.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	1	-2	-2	0	0	2	-1	-1	1	-2	1	-3	Infrastructure can be relocated to higher elevated green space in the north of the CDA where there is no risk of flooding, but it is very impractical unless it is new infrastructure. This would involve working at height, confined spaces and require a contractor. Strategic road in the CDA which is a risk of flooding. Relocation to greenspace would mean there is less green space to be used by the public and could harm the ecological environment by introducing impermeable surfaces. Would have a high carbon footprint due to use of machinery, materials and transported materials. Meets three objectives including highways objectives.
NS4	Watercourse management and maintenance	F2, F3, P3, H1	Maintenance to ensure optimal functionality and prevent degradation e.g., keeping growth of vegetation under control, free of debris and reducing excess silt.	1	1	-1	-1	0	2	0	1	1	0	1	5	The watercourse is in accessible land and would help prevent watercourse blockages near communities at risk and strategic road in the south part of the CDA. Maintenance of the watercourse could help promote an improvement of ecological status. Potentially maintenance could be adapted/increased to address an increased flow from climate change impacts. Four objectives will be achieved including the highways objectives. The watercourse banks are highly vegetated where it is not culverted.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g., rain gardens.	1	2	-1	-1	1	2	0	1	0	0	0	5	Many potential suitable sites where rain gardens could be implemented, upstream to hold/delay water from flowing down into the flood risk areas and strategic roads. Assuming it would not have enough impacts to reduce flooding on a strategic road. Products used could promote ecological and biodiversity benefits. Uses local materials and natural flood management. Meets three objectives but not the highways objective.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above group management.	1	1	-1	-1	1	2	0	1	0	0	1	5	Many potential suitable sites where their measures could be implemented to hold and delay water from flowing downstream into the high-risk flooding areas and strategic roads. Meets four objectives including the highways objective. Assuming the use for local green materials in construction.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g., swales and wet ponds.	1	1	-1	-1	1	2	0	1	0	-1	1	4	Many potential suitable sites where their measures could be implemented to hold and delay water from flowing downstream into the high-risk flooding areas and strategic roads. Material would need to move away from site and potential other material to be used in the construction of the storage area.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g., in channel enhancements, larger scale river restoration and SuDS.	1	-2	-2	1	1	1	1	1	0	-1	0	1	This would not be suitable for all the length of the river, more appropriate in the upper reach of the river. Measure meets two objectives excluding the highways objective.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g., storage, embankments, water and diversion channels.	1	-1	-2	-1	0	0	-1	-1	2	-2	1	-4	Storage, embankments and channel diversions could be detrimental to community and ecological benefits, assuming that they are rediverted through existing parks and green spaces. The measures could be adapted to be suitable for the increased flow which could be caused by climate change. This could have a large carbon footprint because of the materials used, transport of material in and out for site and the machinery used. This measure meets three objectives including the highways objective.
S6	Run-off reduction strategy	P1, F3, P3, H1	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	1	-1	-1	1	2	0	1	0	0	1	5	This measure potentially could be implemented across this CDA to further increase the amount of green permeable areas, this would help reduce the volume of water which flows downstream into the south of the CDA where there is a community at risk and a strategic road. Measure meets four objectives including the highways objective.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g., soakaways and reducing impermeable surfaces.	1	1	-1	-1	1	1	0	1	0	-1	-1	1	Potential to increase the amount of permeable front gardens. Soakaways require quarried materials and transport of materials to and from the site. Meets one objective.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	1	-2	-1	0	1	0	1	0	-1	2	2	Potentially due to the scale of the measure it could be expensive to implement. This would help reduce the depth of surface water on the local road network. This measure meets 5 objectives including the highways objective.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	0	1	-2	1	-3	Due to the measure being underground this means that it is difficult to access, and it would require working in confined spaces. Would have a large carbon footprint because of the materials use, machinery and transport. Meets three objectives including the highways objective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	-1	1	-1	-1	1	-2	1	-6	Building underground would cause disruption to the community and ecological environment. Pipe could be adapted to be able to facilitate extra surface water from climate change. Moving water underground would reduce the volume of surface water on the local road network. Meets three objectives including the highways objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	1	-2	-2	-1	-1	2	-1	-1	1	-2	1	-5	Possible issues with the culvert under the strategic road which is causing deep flood depths in the community at risk.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing capacity in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area). This analysis is of the effects of the study and the potential impacts. If projects implemented are the short list of the study.
FRMP 2	Work with Land of the Fanns to carry out flood modelling and scope potential natural flood management options in			1	-1	-2	-1	1	1	0	1	0	1	0	1	Would help support other potential measures by assessing what would be effective at reducing flood risk. Low carbon footprint because of the NFM use and local materials. When the measure is implemented it helps creates habitats.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
	Bedfords Park local nature reserve															
FRMP 2	Work together to carry out flood modelling to scope options for flood alleviation projects and natural flood management options in the Rise Park Critical Drainage Area			1	-1	-2	-1	1	1	0	1	0	1	0	1	Would help support other potential measures by assessing what would be effective at reducing flood risk. Low carbon footprint because of the NFM use and local materials. When the measure is implemented it helps creates habitats.

D.8 CDA 018 – Cranham

Table D.8.1: CDA 018 Cranham Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g., flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	1	-2	0	-1	Flood depth in the communities a risk is at a height that this measure could protect the properties and they could potentially be adapted to be suitable for climate change. Meets two objectives excluding the highways objective.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	2	-2	-2	-1	0	1	-1	-1	1	-2	1	-4	The strategic road could potentially be north of the CDA where there is lower flood risk. Relocation would cause harm to existing community and ecological environment because potentially the areas would have been previously used for recreation and construction could cause ecological harm.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g., keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g., rain gardens.	1	1	-1	-1	1	1	0	1	0	0	0	3	Potential suitable sites located in the north and east of the CDA and a few small greenspaces throughout the CDA which could be more beneficial. If the measure would not have enough impact to reduce the flooding to critical infrastructure. Measure would ideally use local materials and natural flood management. Meets three objectives excluding the highways' objective.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	0	1	0	0	1	4	Meets three objectives including the highways' objective. There would be opportunities for this measure the in north and east rural sections of the CDA which could potentially limit the flow of water south through the urban section of CDA and causing flooding in the south of CDA where there is a community at risk.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	1	1	-1	-1	1	1	0	1	0	-1	1	3	Meets three objectives including the highways objective. There would be opportunities for this measure the in north and east rural sections of the CDA which could potentially hold, delay and limit the flow of water south through the urban section of CDA and causing flooding in the south of CDA where there is a community at risk.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required and how significant are the costs?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S6	Run-off reduction strategy	P1, F3, P3, H1	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	-1	-1	-1	0	1	0	1	0	-1	1	0	Meets five objectives including the highways objectives. Reducing the volume of runoff will reduce the volume of surface water on the highways. Potentially would only be effective up to a certain volume of water and could be overwhelmed with higher volume of water.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	1	-1	0	0	1	0	0	0	-1	0	1	Soakaways may not be suitable as the urban area is densely populated but encouraging the use of permeable driveways could be beneficial to limit the water flow through the CDA to the south community at risk.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream. Recommended actions from section 19 report: Investigate opportunities for land management and flow management in the upper reaches of each catchment.	1	1	-2	-1	0	1	0	0	0	-1	2	1	Implementing land management techniques into the upper part for the CDA would potentially hold the water and slow the flow of surface water through the urban part of the catchment, this could lower the flood depth and risk of flooding to both communities at risk.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	0	1	-2	1	-3	Underground storage location would be assessed, could be introduced in the playing fields/wood areas around the perimeter of the urban area to limit the volume of surface water. High carbon footprint due to construction, transport, and use of materials.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Within the urban development there would be limited feasibility for new underground pipes due to the densely urbanised characteristics.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses. Recommended action from section 19: Investigate scope to increase bridge clearance/culvert capacity at locations where overtopping occurred due to capacity exceedance.	1	-2	-2	-1	0	0	0	0	1	-2	1	-4	Increasing the capacity of the culvert under the railway line in the very south of the CDA would be beneficial to reduce the risk of surface water flooding in the local area, causing the large community a risk.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing housing. This analysis is of the effects of the study and the potential impacts. If projects implemented are the short list of the study.

D.9 CDA 023 – Elm Park

Table D.9.1: CDA 023 Elm Park Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	0	-1	0	-1	This measure meets two objectives excluding the highways objectives. In both communities at risk in the CDA the measures will be effective at protecting properties. For both communities at risk the measure would not be effective, the flood depth modelled would overtop the height of the flood doors. This measure includes the transport and use of materials. Potentially could exceed £10k cost.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	0	-2	-2	-1	0	0	-1	-1	-2	-2	1	-10	There is no feasible location to relocate infrastructure in the CDA. Meets three objectives including the highways objectives. High carbon footprint due to the materials used, transport of materials and machinery used. Movement of infrastructure and construction could potentially impact the community space and harm the ecological environment where is relocated to. Would exceed £10k cost.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	1	-1	-1	1	1	-1	1	0	0	0	2	The location where the measure could be implemented potentially would not benefit the communities at risk in the CDA. On a small scale rain gardens could be implemented in school fields to reduce the surface water flooding at low depths to schools in the CDA e.g. Scargill Junior School, The RJ Mitchell Primary School and Why Bridge Infant School. Would cost less than £10k and would require maintenance. Could be more beneficial if implemented alongside other green infrastructure techniques. Low carbon footprint because it is a NFM technique which could use local workforce. Meets three objectives excluding the highways objective.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	-1	1	0	-1	1	2	Could be more beneficial if implemented alongside other green infrastructure techniques. Meets three objectives excluding the highways objective. Would cost less than £10k and would require maintenance. Potentially could reduce the volume of water in community at risk.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	1	1	-1	-1	1	1	-1	1	1	-1	1	3	Could be more beneficial if implemented alongside other green infrastructure techniques. Meets three objectives excluding the highways objective. Would cost less than £10k and would require maintenance. Potentially could reduce the volume of water in community at risk. Construction would be needed, meaning an increased carbon footprint as materials would need to be reduce from the site.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	No watercourse flowing through the CDA.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	No watercourse flowing through the CDA.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	0	-1	-1	-1	0	1	1	1	0	-1	0	-1	The opportunities for this measure to implement permeable surface would be to encourage permeable driveway and permeable surface along residential pathways. Medium carbon footprint would because caused by machinery and removing debris from the site. Increase in green surfaces will increase ecological benefits. Meets three objectives excluding highways objective.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	-1	-1	-1	0	0	0	0	0	-2	-1	-5	Limited availability of where the measure can be implemented. If the measure was implemented it has a high carbon footprint because of the use and transport of materials. Meets one objective, excluding highways objective.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	-2	-2	-1	0	1	-1	-1	0	-1	2	-4	Land management techniques could be used on greenspace or recreational spaces. Access to these spaces may be potentially reduced or have an impact on the ecological environment. Would reduce the surface water flooding on the local road network. Limited access of where the measure could be implemented due to the urban environment. Potentially would not be beneficial in climate change scenarios. Meets five objectives excluding the highways objective.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Limited access of where the measure could be implemented due to the urban environment. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways objective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Limited access of where the measure could be implemented due to the urban environment. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	No culverted watercourse flowing through the CDA.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing housing. This analysis is of the effects of the study and the potential impacts. If projects implemented are the short list of the study.

D.10 CDA 025 – Gallows Corner

Table D.10.1: CDA 025 Gallows Corner Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	-2	-2	0	-4	Would be effective for some properties but others would need to be structurally surveyed to see if they can be protected to a higher depth. Meets two objectives excluding the highways' objective. The use and transport of materials would mean it has a large carbon footprint. The measure would not be suitable for a climate change scenario. The cost would likely exceed £10k. Prospect properties with no impact on the local road network.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	1	-2	-2	-1	0	0	-1	-1	0	-2	1	-7	There is no feasible location for infrastructure major road to be relocated to within the CDA. The cost would exceed £10k cost. Major roads are at risk of surface water flooding within this CDA. Large carbon footprint due to construction, transport and use of materials and machinery used.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g., keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	1	-1	-1	1	1	-1	1	0	0	0	2	Few small permeable greenspaces where the measure could be implemented across the CDA. Meets three objectives excluding the highways objective. Could be more effective at reducing flood risk by working alongside other green infrastructure techniques. Ideally would use local workforce and materials as a natural flood management technique. Potentially could cost less than £10k.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	-1	1	0	-1	1	2	Meets three objectives including the highways objective. Could be more effective at reducing flood risk by working alongside other green infrastructure techniques. Would cost less than £10k and would require maintenance. Potentially could limit the volume of water in the CDA which is creating the community at risk in the centre of the CDA.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	1	1	-1	-1	1	1	-1	1	1	-1	1	3	Meets three objectives including the highways objective. Could be more effective at reducing flood risk by working alongside other green infrastructure techniques. Would cost less than £10k and would require maintenance. Potentially could limit the volume of water in the CDA which is creating the community at risk in the centre of the CDA. Potentially could have a higher carbon footprint due to the use and transport of materials. Depending on the scale there a few small spaces where the measure could be implemented.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas more green and permeable, this uses green infrastructure techniques to allow increased infiltration.	1	-1	-1	-1	0	1	0	1	0	-1	0	-1	Could benefit the local road network by reducing the volume and depth of surface water in the CDA. Potentially could be a challenge to implement as the majority of the CDA is highly urbanised and residential. Would include the transport and removal of material meaning a higher carbon footprint. Meets three objectives excluding the highway objective.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces. Measure from the last SWMP: Investigate the creation of detention basin between Farringdon Avenue and Bideford Close	1	-1	-1	-1	0	0	0	0	0	-2	-1	-5	Limited availability of where the measure could be implemented because the CDA is highly urbanised and residential. The use and transport of materials results in a high carbon footprint. Meets one objective excluding the highways' objective. Detention basin would be beneficial in the green space at the rear of Bideford Close, the RoFSW show high depth of surface water flooding at the site and is to the north of gallows corner which experiences flooding.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	-2	-2	-1	0	1	-1	-1	0	-1	2	-4	Limited access of where the measurement could be implemented due to the urban and residential environment. Would need to be maintained so it is fully effective. Potentially could reduce the volume of surface water on the local road network. Meets five objectives including the highways' objective. Potentially could cost more than £10k. Depending on the actions the measure could have a medium to high carbon footprint.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Potential for underground storage in the greenspace rear to Bideford Road and north of the A12/A127. Meets three objectives including highway's objective. Potentially could be damaging to the ecological environment. Would have a high carbon footprint due to construction, transport of material and machinery. Would reduce the volume of surface water on the local road network in the CDA.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Limited availability to implement this measure into the CDA due the highly urbanised and residential area. This would include working in a confined space and the need for contractors meaning it would be less practical to implement. Could be adapted to facilitate increase volumes of surface water from climate change conditions. Would cost more than £10k. Meets three objectives including the highways' objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing strategic industrial locations This analysis is of the effects of the study and the potential impacts. If projects implemented are the short list of the study.

D.11 CDA 026 – Harold Hill North

Table D.11.1: CDA 026 Harold Hill North Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	-2	-2	0	-4	Would be beneficial for most properties in the community at risk in the east of the CDA. Some would have to undergo a structural survey before. No all actions would be effective in protecting properties in climate change scenario as high flood depths have been modelled in the community at risk. Would have a high carbon footprint because of the use and transport of materials. Would cost more than £10k.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	0	-1	-2	-1	0	1	0	0	1	0	0	-2	The maintenance plan would be practical to have in place. Half of the river is culverted so implementation of maintaining would be challenging. Some sections would be easy to maintain and other would involve working in confined and/or difficult to access spaces. Maintenance plan could be adapted to climate change scenario. Meets two objectives excluding highway's objective.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	2	-2	-2	0	0	2	1	-1	2	-2	1	1	Would cost more than £10k. Meets three objectives including the highways' objective. This measure would reduce flooding for Drapers Brookside Primary School in the very east of the CDA which experiences flooding by relocating the east of the CDA where there is limited surface water flooding. Infrastructure could be relocated to an area which would not be flooded in a climate change scenario. High carbon footprint from transport and use of materials, construction, and machinery. Relocating to a greenspace could cause detrimental impacts to the existing habitats.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	1	-1	-1	-1	0	0	0	0	0	-1	0	-3	Would be implemented in the upper section of the watercourse before it is culverted through the residential area, would help prevent backlog of debris before the culvert. Would need to be continuous maintained. Meets three objectives excluding the highways' objective.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	1	-1	-1	1	1	0	1	0	0	0	3	Large area of greenspace to the east and throughout the CDA which can be for this measure. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques. Implemented on accessible land.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management. New Action: Create earth bund on NW boundary of Sunset Drive to give flood protection.	1	1	-1	-1	1	1	-1	1	0	-1	1	2	Meets three objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported. Holding and delaying water will limit the volume of surface water on the local road network.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds. Previous SWMP action: Create ponds within a considerable open area northwest of Noak Hill.	1	1	-1	-1	1	1	-1	1	1	-1	1	3	Meets three objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported. Could be apart to store larger volumes of water caused by climate change scenarios. Holding and delaying water will limit the volume of surface water on the local road network.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	0	-2	-2	0	0	-1	-1	1	0	-2	0	-7	The more urban section of watercourse is culverted would be unlikely that it would be restored. Would cost more than £10k. A school is located adjacent to the river. Would cause a significant impact to the community. Would cause increase biodiversity in the river channel and surrounding areas. Large scale construction would be needed. Meets two objectives excluding the highways objectives.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	1	1	-2	-1	0	2	0	-1	0	-2	0	-2	Potentially would be beneficial for the flooding issues at Drapers Brookside Primary school, as the watercourse runs alongside the school. Hard engineering techniques could be damaging to ecology and would have a high carbon footprint. Meets three objectives including the highway objective. Would cost more than £10k. Would need to be maintained to remain effective.
S6	Run-off reduction strategy	P1, F3, P3, H1	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	-1	-2	-1	0	1	0	1	0	-1	0	-2	Meet four objectives including the highways' objective. Would cost more £10k. The increase of more greenspaces could increase recreation in the CDA. Reduce runoff would also impact runoff on the local road network.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	1	-2	-1	0	0	0	0	0	-2	-1	-4	Space available to implement the measure. Would cost more than £10k. Could have a high carbon footprint due to the use and transport of materials, workforce and machinery used. Meets one objective excluding the highways' objective.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream. Section 19 recommended action: Investigate opportunities for land management and flow management in the upper reaches of each catchment.	1	-1	-2	-1	0	1	-1	-1	1	-1	2	-2	Meets five objectives including the highways' objective. Potentially could be beneficial for reducing increased runoff as a result of climate change. Potential movement of materials to and from the site which creates a medium carbon footprint. Could cost more than £10k. Could limit the volume of runoff to the community at risk and critical infrastructure in the southeast of the CDA.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	1	-2	-2	-1	0	1	-1	0	1	-2	1	-4	The river is culverted under s residential area so would impact the community if I was to be undertaken. Meets three objectives including the highways' objective. Would cost more than £10k. Increased capacity in the culverts would reduce the volume of run off on the local road network. Material would be used and transported with machinery emissions would create a high carbon footprint.
Mitigation Measures - Carried Over																
FRMP 2	Carry out flood modelling of main river and adjacent educational facility in the Harold Hill Critical Drainage Area		Provides information about what could be the outcome of flooding scenarios in the Harold Hill location.	1	-1	-2	-1	1	1	0	1	0	1	0	1	Would help support other potential measures by assessing what would be effective at reducing flood risk. Low carbon footprint because of the NFM use and local materials. When the measure is implemented it helps creates habitats.

D.12 CDA 034 – Thames

Table D.12.1: CDA 034 Thames Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	2	0	0	-1	-2	0	-1	Would be effective at protecting properties in a flood event and could be effective in a climate change flooding scenario but the properties would have to undergo a structural survey to increase the height of the barriers. Meets two objectives excluding the highways' objective. Could be implemented for Newtons Primary school which is predicted to experience flooding in 100 year flood and climate change scenarios. Would have a high carbon footprint because of the use and transport of materials. Would cost more than £10k.
NS2	Asset management and maintenance	L1, F3, H1	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	0	-1	-2	-1	0	1	0	0	1	0	1	-1	This CDA is in the very south of LBH meaning that several watercourses flow through it and in the river Thames. The A13 run across the CDA meaning many of the rivers are culverted under that major road, maintenance of the assets would prevent blockages and flooding risk to the major roads. Long term regular maintenance would be required as part of the plan. Meets three objectives including highway's objective. Implementing and actioning the plan could involve working in confined spaces.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	1	-2	-2	0	0	2	1	-1	1	-2	1	-1	Would cost more than £10k. Meets three objectives including the highways' objective. This measure would reduce flooding for schools are risk, would not be feasible for major road networks. Infrastructure could be relocated to an area which would not be flooded in a climate change scenario. High carbon footprint from transport and use of materials, construction, and machinery. Relocating to a greenspace in the act of the borough could cause detrimental impacts to the existing habitats.
NS4	Watercourse management and maintenance	F2, F3, P3, H1	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	1	-1	-1	-1	0	2	0	0	1	-1	0	0	Would be implemented to all watercourses in the south of the CDA, would help prevent backlog of debris before the culvert and increase the capacity of the watercourses Would need to be continuous maintained. Meets three objectives excluding the highways' objective. Maintenance could be increased to meet the increased flow from climate change.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3, H1	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	1	-1	-1	1	1	0	1	0	0	1	4	Area of greenspace to the east and throughout the CDA which can be used for this measure. Meets four objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques. Implemented on accessible land. Potentially could more effective if implemented in the east and centre of the CDA.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	-1	1	0	-1	1	2	Meets objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported. Area of greenspace to the east and throughout the CDA which can be used for this measure.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	1	1	-1	-1	1	1	-1	1	1	-1	1	3	Meets four objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported. Could be apart to store larger volumes of water caused by climate change scenarios. Area of greenspace to the east and throughout the CDA which can be used for this measure.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	1	1	-2	0	0	-1	1	1	0	-1	0	0	The watercourse does not look to be highly urbanised, but measures could be implemented to increase the natural processes. Meets two objectives excluding the highways' objective. Would cost more than £10k. Potentially could affect community benefits for example pathways and land near the river being more accessible. Encourages natural ecological processes on the watercourse. Would cause increase biodiversity in the river channel and surrounding areas.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	1	-1	-2	1	0	1	0	0	1	-2	1	0	Meets three objectives including the highways' objective. Potentially could limit the overflow from rivers which could impact the local road network. High carbon footprint from many factors including the use and transport of materials, potential quarried materials. Would cost more than £10k. Potential access and location issues. Measure could be adapted to meet the needs to protect against a climate change flooding scenario.
S6	Run-off reduction strategy	P1, F3, P3, H1	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	-1	-2	-1	0	1	1	1	0	-1	1	0	There is already a wide range of permeable surfaces across the CDA, this could be increased to further improve the benefits. Pathways could be introduced through the permeable areas. Meets four objectives including the highways' objective. The removal and transport of materials creates a medium carbon footprint.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	1	-2	-1	0	0	0	0	0	-2	-1	-4	Introducing soakaways could impact pathways and recreational areas. Spaces available to facilitate the measures. Meets one objective excluding the highways' objective. Unlikely to be able to cope with climate change scenarios. Would cost more than £10k.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	0	-1	-2	-1	0	0	-1	-1	0	-1	2	-5	This CDA is in south of LBH where watercourses join the River Thames so it would not be the most beneficial as most watercourses flow through greenspace. The impact of this measure in the other CDAs could impact this area positively.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	1	-2	-2	-1	0	2	0	0	1	-2	1	-2	The water is culverted under the A13 in several locations, increasing the capacity for the water to flow through the culvert could prevent water backlogging and causing issues to the major road. This potentially could be adapted so that they are increased for facilitate increased volumes of water caused by climate change, when this scenario is modelled to occur. Meet three objectives including the highways objective. Would cost more than £10k. The removal, use and transport of materials creates a high carbon footprint.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing strategic industrial and development locations This analysis is of the effects of the study and the potential impacts. Assuming that projects implemented are the short list of the study.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Last SWMP	Work with the EA on its new strategy for the Thames and local watercourses.			1	0	-1	-1	1	0	0	0	0	-1	0	-1	
S19	Cross-agency Water Management Plan for the marshes and surrounding areas.			1	0	-1	-1	1	0	0	0	0	-1	0	-1	
	Undertake South Rainham flood study and review recommendations.			1	0	-1	-1	1	0	0	0	0	-1	0	-1	

D.13 CDA 036 – Ingrebourne

Table D.13.1: CDA 036 Ingrebourne Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	2	0	0	-1	-2	0	-1	Would only be effective for three communities at risk in the very north of the CDA as the other communities at risk are in areas where surface water flood depth would exceed the height of defences. Would not be effective in climate change scenarios due to high depths. Could be effective at protecting Emerson Park Academy and Mead Primary School. Would have a high carbon footprint because of the use and transport of materials. Would cost more than £10k. Meets two objectives excluding the highways objective.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	0	-1	-2	-1	0	1	0	0	1	0	1	-1	Long term regular maintenance would be required as part of the plan and maintenance could be increased to adapt to climate change scenario. Meets three objectives including highway's objective. Implementing and actioning the plan could involve working in confined spaces. River Ingrebourne is relatively accessible and flows north to south of the CDA.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	1	-2	-2	0	0	2	-1	-1	1	-2	1	-3	Would cost more than £10k. Meets three objectives including the highways' objective. This measure would reduce flooding for schools are risk, would not be feasible for major road networks. Infrastructure could be relocated to an area which would not be flooded in a climate change scenario. High carbon footprint from transport and use of materials, construction, and machinery. Relocating to a greenspace in the north and south of the borough could cause detrimental impacts to the existing habitats. Reduces the space in the CDA for recreation.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	1	-1	-1	-1	0	1	0	0	1	-1	0	-1	Would be implemented for the entire stretch for the river Ingrebourne. Would need to be continuously maintained. Meets three objectives excluding the highways' objective. Maintenance could be increased to meet the increased flow from climate change. River Ingrebourne is relatively accessible.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	2	-1	-1	1	1	0	1	0	0	1	5	Available accessible space across the CDA. Meets four objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	2	-1	-1	1	1	-1	1	0	-1	1	3	Available accessible space across the CDA. Meets objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds. Measure from previous SWMP: Investigate detention basins at several locations in open spaces along the course of the Ingrebourne.	1	2	-1	-1	1	1	-1	1	1	-1	1	4	Available accessible space across the CDA. Meets four objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported. Could be adapted to store larger volumes of water caused by climate change scenarios.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	1	1	-2	0	0	-2	1	1	0	-1	0	-1	The watercourse does not look to be highly urbanised, but measures could be implemented to increase the natural processes. Meets two objectives excluding the highways' objective. Would cost more than £10k. Potentially could affect community benefits for example pathways and land near the river Ingrebourne being more accessible. Encourages natural ecological and biodiversity processes on the watercourse.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	1	-2	-2	1	0	1	0	0	1	-2	1	-1	Meets three objectives including the highways' objective. Potentially could use to protect schools and critical infrastructure near watercourses. High carbon footprint from many factors including the use and transport of materials, potential quarried materials. Would cost more than £10k. Measure could be adapted to meet the needs to protect against a climate change flooding scenario.
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	1	-2	-1	0	2	1	1	0	-1	1	3	This CDA would be an ideal location to implement this measure because it stretches the entire length of LBH and the river Ingrebourne. Pathways could be introduced through the permeable areas. Meets four objectives including the highways' objective. The removal and transport of materials creates a medium carbon footprint.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces. Recommendation from Section 19: Investigate scope to increase surface water sewer capacity in the locations affected by flooding.	1	1	-2	-1	0	0	0	0	0	-2	-1	-4	Introducing soakaways could impact pathways and recreational areas. Available space to implement across the CDA. Meets one objective excluding the highways' objective. Unlikely to be able to cope with climate change scenarios. Would cost more than £10k.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	1	-2	-1	0	0	-1	-1	0	-1	2	-2	This CDA would be an ideal location to implement this measure because it stretches the entire length of LBH and the river Ingrebourne.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	0	-1	1	-2	1	-4	Available space across the CDA. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	1	-2	-2	-1	0	2	0	0	1	-2	1	-2	Would be beneficial for three culverts under the railway line where it has been modelled to be a backlog which is creating a community and risk as well as impacting the local road network. This potentially could be adapted so that they are increased for facilitate increased volumes of water caused by climate change, when this scenario is modelled to occur. Meet three objectives including the highways objective. Would cost more than £10k. The removal, use and transport of materials creates a high carbon footprint.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing Housing regeneration This analysis is of the effects of the study and the potential impacts. If projects implemented are the short list of the study.

D.14 CDA 037 – River Ravensbourne

Table D.14.1: CDA 037 River Ravensbourne Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	1	-2	0	-1	Measure would be effective to protect all communities at risk in the CDA. Structural surveys would have to be completed to increase the height to protect against climate change scenario depth. Hornchurch high school has low depth flooding so this measure would not be appropriate. Meets two objectives excluding highway's objective. Would cost more than £10k. Would have a high carbon footprint because of the use and transport of materials.
NS2	Asset management and maintenance	L1, F3, H1	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	1	-1	-2	-1	1	0	0	0	1	0	0	-1	This CDA the River Ravensbourne flow the entire length of the CDA, maintenance of the assets would prevent blockages and flooding risk to the local road network Long term regular maintenance would be required as part of the plan. Meets three objectives including highways objective. Potentially could require a contractor.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	-2	-2	-2	0	0	-1	0	-1	-1	-2	0	-11	Only land which would be available for future development would be along the floodplain on the River Ravensbourne which would cause other issues of fluvial flooding. Meets two objectives excluding the highways objectives. High carbon footprint from transport and use of materials, construction and machinery. Relocating to a greenspace could cause detrimental impacts to the existing habitats.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	1	1	-1	-1	0	0	0	1	1	-1	0	1	Meets three objectives excluding the highways' objective. Would help prevent blockages which would limit the impacts of flooding to residential areas and increase the volume watercourse can hold. Measure could be adapted to take into account climate change scenario. Removal of waste creates a medium carbon footprint.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	1	-1	-1	1	1	0	1	0	0	1	4	Measure could be implemented in residential areas or in Harrow Lodge Park and Haynes Park. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	-1	1	0	-1	1	2	Meets objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Measure could be implemented in residential areas or in Harrow Lodge Park and Haynes Park. Medium carbon footprint as material would need to be transported.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds. Measure from previous SWMP: Investigate the creation of detention basins at several locations in open spaces along the course of the river Ravensbourne.	1	1	-1	-1	1	1	-1	1	1	-1	1	3	Meets four objectives including the highways' objective. Would be more effective if works alongside other green infrastructure techniques. Would cost less than £10k. Medium carbon footprint as material would need to be transported. Could be adapted to store larger volumes of water caused by climate change scenarios. Measure could be implemented in residential areas or in Harrow Lodge Park and Haynes Park.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger	1	1	-2	0	1	0	1	1	0	-1	0	2	Would be implemented where the River Ravensbourne flows through Harrow Lodge Park and Haynes Park, either encourage or enhance the natural processes. Meets two objectives excluding the highway objective. Would cause increase biodiversity in the river channel and surrounding areas.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
			scale river restoration and SuDS.													Would cost more than £10k. This would not be feasible where the river course is through residential estate.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	1	-1	-2	1	0	0	0	0	1	-2	1	-1	Meets three objectives including the highways' objective. Potentially could limit surface water by storing it. High carbon footprint from many factors including the use and transport of materials, potential quarried materials. Would cost more than £10k. Potential access and location issues. Measure could be adapted to meet the needs to protect against a climate change flooding scenario.
S6	Run-off reduction strategy	P1, F3, P3, H1	A long-term plan for making whole urban areas more green and permeable, this uses green infrastructure techniques to allow increased infiltration.	1	-1	-2	-1	0	1	1	1	0	-1	1	0	Green infrastructure techniques introduced in a residential area will limit runoff and surface water. Surface water is mainly found on the local road network in this CDA. Meets four objectives including the highways' objective. The removal and transport of materials creates a medium carbon footprint.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces. Section 19 recommendation: Investigate scope to increase surface water sewer capacity in the locations affected by flooding.	1	1	-2	-1	0	0	0	0	0	-2	-1	-4	Introducing soakaways could impact pathways and recreational areas. Impermeable surface can be reduced boroughwide and soakaways in Harrow Lodge Park and Haynes Park. Meets one objective excluding the highways' objective. Unlikely to be able to cope with climate change scenarios. Would cost more than £10k. The removal and transport of materials and machinery produces a high carbon footprint.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	-1	-2	-1	0	0	-1	-1	0	-1	2	-4	A variety of areas would have to be accessible to implement this measure. Would cost more than £10k. Changing land use and management will impact the community and ecology of the CDA. May is not able to cope with climate change scenario. Medium carbon footprint depending on the action used. Meets five objectives including the highways objective.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	-1	-1	1	-2	1	-5	Available space in Harrow Lodge Park and Haynes Park Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective. Potentially could reduce community benefits short term.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	-1	-1	1	-2	1	-5	Available space Harrow Lodge Park and Haynes Park Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective. Potentially could reduce community benefits short term.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	1	-2	-2	-1	0	1	0	0	1	-2	1	-3	This measure would be needed where the watercourse flows under the railway line, this culvert capacity would need to be increased to cope with the increased flow from climate change because the current modelling shows that local road network before the culvert would be flooded. High carbon footprint due to use, transport and removal of materials and the machinery needed. Meets three objectives including the highways objective.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing Housing regeneration This analysis is of the effects of the study and the potential impacts. Assuming that projects implemented are the short list of the study.

D.15 CDA 038 – Heath Park North

Table D.15.1: CDA 038 Heath Park North Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	1	-2	0	-1	Measure would be effective to protect both communities at risk in the CDA, also would be suitable for climate change scenario. Meets two objectives excluding highway's objective. Would cost more than £10k. Would have a high carbon footprint because of the use and transport of materials. Would need to be maintained to remain effective.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	-2	-2	-2	0	0	-1	-1	-1	-1	-2	0	-12	Very small CDA and it is highly urbanised so this measure would not be feasible.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	-1	-1	-1	1	1	0	1	0	0	1	2	In this CDA it would need to be implemented across the urbanised area, potentially in gardens and recreational areas. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3	Designed to collect, delay, and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	-2	-1	-1	1	1	-1	1	0	-1	1	-1	Potentially no/limited space for this measure. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	1	-2	-1	-1	1	1	-1	1	1	-1	1	0	Potentially no/limited space for this measure. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
S6	Run-off reduction strategy	P1, F3, P3, H1	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure	1	-2	-2	-1	0	1	1	1	0	-1	1	-1	Measure would have to implemented across the urban/residential area. Surface water is mainly found on the local road network in this CDA. Meets four objectives including the highways' objective. The removal and transport of materials creates a medium carbon footprint.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
			techniques to allow increased infiltration.													
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	-1	-2	-1	0	0	0	0	0	-2	-1	-6	Measure would have to implemented across the urban/residential area. Meets one objective excluding the highways objective. Unlikely to be able to cope with climate change scenarios. Would cost more than £10k. The removal and transport of materials and machinery produces a high carbon footprint.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream. Recommendation from previous Section 19 report: Investigate opportunities for land management and flow management in the upper reaches of each catchment.	1	-2	-2	-1	0	0	-1	-1	0	-1	2	-5	Potentially the CDA is too small and urbanised for this measure to be implemented and to be effective, so may not be practical to implement. Meets five objectives including highway's objective. Would cost more than £10k. Changing land use and management will impact the community and ecology of the CDA. May is not able to cope with climate change scenario. Medium carbon footprint depending on the action used.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-2	-2	-1	0	1	-1	-1	1	-2	1	-5	Limited to no space where this measure could be implemented as it is a highly urbanised area. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective. Potentially could reduce community benefits short term.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-2	-2	-1	0	1	-1	-1	1	-2	1	-5	Limited to no space where this measure could be implemented as it is a highly urbanised area. Would need to be maintained so it is fully effective. Potentially would reduce the volume of surface water on the local highways. Would cost more than £10k. Meets three objectives including the highways' objective. Potentially could reduce community benefits short term.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing Housing regeneration and strategic development This analysis is of the effects of the study and the potential impacts. Assuming that projects implemented are the short list of the study.

D.16 CDA 039 – Heath Park South

Table D.16.1: CDA 039 Heath Park South Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
NS1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	1	-2	0	-1	Measure would be effective to protect the communities at risk in the CDA, a structural survey would need to be completed to raise the height to protect against climate change scenarios. Meets two objectives excluding highways objective. Would cost more than £10k. Would have a high carbon footprint because of the use and transport of materials. Would need to be maintained to remain effective. Schools in the CDA experience shallow flooding so may not be an appropriate measure for these properties.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	-1	-1	-2	0	0	-1	-1	-1	-1	-2	0	-10	Very limited space where properties could be relocated to. Meets two objectives excluding the highways objectives. High carbon footprint from transport and use of materials, construction and machinery. Relocating to a greenspace could cause detrimental impacts to the existing habitats. Would cost more than £10k.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	1	-1	-1	1	1	0	1	0	0	0	3	In this CDA it would need to implement across the urbanised area, potentially in gardens and recreational areas. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	-1	-1	-1	1	1	-1	1	0	-1	1	0	Potentially limited space for this measure. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	1	-1	-1	-1	1	1	-1	1	1	-1	1	1	Potentially limited space for this measure. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas greener and more permeable, this uses green infrastructure techniques to allow increased infiltration.	1	-1	-2	-1	0	2	1	1	0	-1	1	1	Measure would have to implemented across the urban/residential area. Would help reduce the surface water on the major roads and local road network. Meets four objectives including the highways' objective. The removal and transport of materials creates a medium carbon footprint.
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	-1	-2	-1	0	1	0	0	0	-2	-1	-5	Measure would have to implemented across the urban/residential area. Meets one objective excluding the highways' objective. Unlikely to be able to cope with climate change scenarios. Would cost more than £10k. The removal and transport of materials and machinery produces a high carbon footprint.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	-2	-2	-1	0	2	-1	-1	0	-1	2	-3	Limited availability to implement this measure Would help reduce the surface water on the A124 and local road network. Meets five objectives including highway's objective. Would cost more than £10k. Changing land use and management will impact the community and ecology of the CDA. May is not able to cope with climate change scenario. Medium carbon footprint depending on the action used.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	-1	-2	-1	0	2	-1	-1	1	-2	1	-3	Would help reduce the surface water on the A124 and local road network. Limited space to implement this measure as it is urbanised. Would cost more than £10k. Meets three objectives including the highways' objective. Potentially could reduce community benefits short term. Would need to be maintained so it is fully effective.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	-1	-2	-1	0	2	-1	-1	1	-2	1	-3	Would help reduce the surface water on the A124 and local road network. Limited space to implement this measure as it is urbanised. Would cost more than £10k. Meets three objectives including the highways' objective. Potentially could reduce community benefits short term. Would need to be maintained so it is fully effective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing Housing regeneration This analysis is of the effects of the study and the potential impacts. Assuming that projects implemented are the short list of the study.

D.17 CDA 040 – Harold Hill South

Table D.17.1: CDA 040 Harold Hill South Multi Criteria Analysis

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
Mitigation Measures - Non-Structural Actions (management and maintenance)																
N+10:18S1	Self-help – Property-level protection and resilience	P3, F3	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	1	1	-2	-1	1	0	0	0	1	-2	0	-1	Measure would be effective to protect the communities at risk in the CDA, a structural survey would need to be completed to raise the height to protect against climate change scenarios. Meets two objectives excluding highways objective. Would cost more than £10k. Would have a high carbon footprint because of the use and transport of materials. Would need to be maintained to remain effective. St Ursula Catholic Primary School experience shallow flooding so may not be an appropriate measure for these properties.
NS2	Asset management and maintenance	L1, F3	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
NS3	Relocation of properties or infrastructure away from flood risk areas	P3, F3, H1	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	1	-1	-2	0	0	-1	-1	-1	-1	-2	1	-7	Greenspace is located in the east of the CDA, this space potentially could be used for relocating critical infrastructure. Meets two objectives excluding the highways objectives. High carbon footprint from transport and use of materials, construction, and machinery. Relocating to a greenspace could cause detrimental impacts to the existing habitats. Would cost more than £10k.
NS4	Watercourse management and maintenance	F2, F3, P3	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Structural Actions																
S1	Infiltration (and evaporation) for managing 'everyday rain'	E1, F3, P3	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	1	1	-1	-1	1	1	0	1	0	0	0	3	This measure could be implemented in greenspace in urban areas across the CDA. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S2	Conveyance for managing 'usual rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management.	1	1	-1	-1	1	1	-1	1	0	-1	1	2	This measure could be implemented in greenspace in urban areas across the CDA. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S3	Storage for managing 'extreme rainfall'	E1, F3, P3, H1	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	1	1	-1	-1	1	1	-1	1	1	-1	1	3	Greenspace is located in the east of the CDA, this space potentially could be used for relocating critical infrastructure. Meets three objectives excluding the highway objective. Would cost less than £10k. Low carbon footprint from the use of local workforce and materials. Would be more effective if works alongside other green infrastructure techniques.
S4	Restoring urban watercourse	E1, F3	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
S5	Urban watercourse engineering	F3, H1, P3	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.

Ref.	Option/Measure	LBH Aims	Description/Examples	Technical		Economic				Social	Environmental			Objectives	Total Viability Score	Comments
				Is the measure technically effective in reducing flood risk?	Is the measure practical to implement?	Is the measure expensive to implement?	Is long-term maintenance required?	Could the measure attract partnership funding contributions?	Would the measure reduce flooding to critical infrastructure, including the critical highways network?	Are there wider community benefits?	Are there wider ecological and BNG benefits?	Is the measure resilient to the impacts of climate change?	Carbon footprint	Will it help achieve the objectives of the SWMP?		
S6	Run-off reduction strategy	P1, F3, P3	A long-term plan for making whole urban areas more green and permeable, this uses green infrastructure techniques to allow increased infiltration.	1	1	-2	-1	0	2	1	1	0	-1	1	3	Holding and delaying water in the east of the CDA, would help reduce the surface water on the local road network and towards the primary school. Meets four objectives including the highways' objective. The removal and transport of materials creates a medium carbon footprint. Would cost more than £10k
S7	Reducing surface water in the sewer	F3	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	1	1	-2	-1	0	1	0	0	0	-2	-1	-3	Several locations where the measure could be added across the CDA. Meets one objective excluding the highways' objective. Unlikely to be able to cope with climate change scenarios. Would cost more than £10k. The removal and transport of materials and machinery produces a high carbon footprint.
S8	Land management	P1, H1, F3, E1, P3	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	1	1	-2	-1	0	2	-1	-1	0	-1	2	0	Meets five objectives including highway's objective. Would cost more than £10k. Changing land use and management will impact the community and ecology of the CDA. May is not able to cope with climate change scenario. Medium carbon footprint depending on the action used. Would reduce the surface water flooding risk to the primary schools in the CDA.
S9	Underground storage	P2, F3, H1	Divert surface water to storage tanks or by providing storage in the existing drainage / flood management network.	1	1	-2	-1	0	1	-1	-1	1	-2	1	-2	Would help reduce the surface water on the A124 and local road network. Limited space to implement this measure as it is urbanised. Would cost more than £10k. Meets three objectives including the highways' objective. Potentially could reduce community benefits short term. Would need to be maintained so it is fully effective. Would help reduce surface water flood risk to the local road network and two primary schools.
S10	Underground conveyance	P2, F3, H1	Increase capacity or build new underground pipes for surface water.	1	1	-2	-1	0	1	-1	-1	1	-2	1	-2	Would help reduce surface water flood risk to the local road network and two primary schools. Would help reduce the surface water on the A124 and local road network. Limited space to implement this measure as it is urbanised. Would cost more than £10k. Meets three objectives including the highways objective. Potentially could reduce community benefits short term. Would need to be maintained so it is fully effective.
S11	Modification of culverted watercourses	P2, F3, H1	Aims to increase the capacity of culverted watercourses or divert culverted watercourses.	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-22	There is no watercourse flowing through the CDA.
Mitigation Measures - Carried Over																
	Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)			1	0	-1	-1	2	1	1	1	1	-1	2	6	Feasibility of increasing Housing regeneration This analysis is of the effects of the study and the potential impacts. If projects implemented are the short list of the study.

Appendix E: Cost Benefit Analysis – Option affordability assessment

E.1 Calculation of flood damages

The calculation of damages from flooding has used the 'overview appraisal' approach as detailed in the Multi-Coloured Handbook and manual (MCM) 2023 [47], Flood and Coastal Risk Management - A Manual for Economic Assessment (Flood Hazard Research Centre 2013) and guidance from the 'Green Book' [48]. This assessment considered the categories of flood damages presented in the table below, together with details as to how they have been included at this stage:

Table E.1.1: Damage assessment methodology

Damages	Option Affordability Assessment
Property (direct damages)	Estimated based on EA Flood Maps
Indirect losses to non-residential properties (NRP)	3% of the direct damages to the non-residential properties
Evacuation & Accommodation	Assumed property flood depth based on SoP and event rarity
Mental health	Assumed property flood depth based on SoP and event rarity
Emergency services & recovery costs	5.6% of the direct damages to buildings
Parked vehicles	Average value for vehicle at 42% of flooding Residential Property
Intangible effects of flooding	Defra's risk reduction matrix
Social Grade	Average applied based on the Index of Multiple Deprivation (IMD) of the flooding properties
Risk to life	Not calculated due to lack of data
Transport delay damages	Estimated based on data provided by LBH
Infrastructure damages	Not calculated due to lack of data

The following flooding damages are not considered at this stage, as these would require detailed modelled data and property information:

- Risk to life.
- Property valuation and capping application.

E.2 Events/Return periods used in damage assessment

To estimate the annual average damages, it is necessary to consider the number of properties at flood risk across different events/return periods. This approach considers the probability of

[47] Penning-Rowsell E, *Handbook For Economic Appraisal,* 2023, https://www.mcm-online.co.uk/handbook/
[48] HM Treasury, *The Green Book,* 2022, https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/the-green-book-2020

flooding for each event to estimate the potential impact of flooding on properties over time in terms of depth, which is then translated into associated damages based on depth-damage curves provided in MCM (2023).

The annual exceedance probabilities (AEP) and return periods (included in brackets) considered for the damage assessment were: 100% (1-year), 20% (5-years), 10% (10-years), 5% (20-years), 3.3% (30-years), 1.3% (75-years), 1% (100-years), and 0.5% (200-years). As the baseline flood risk data used (EA Risk of Flooding from Surface Water) only provides data for the 3.3%, 1% and 0.1% AEPs, data for other return periods were interpolated and extrapolated.

E.3 Discount Rates

The main role of discounting is to put interventions with different time spans and benefit cost profiles on to a common "present value" basis.

The discount rates used are in line with standard discounting rates used for FCERM projects[49], are presented in Evacuation and temporary accommodation, Emergency services and recovery costs, Impacts to mental health and Intangible effects of flooding.

Table E.3.1: Green Book long-term discount rates

Project Year	Direct FCERM Benefits and Cost	People-related FCERM Benefits
0 to year 30	3.50%	1.50%
31 to year 49	3.00%	1.29%
50 to year 99	2.50%	1.07%

. The lower discount rates are applied to people related benefits: Evacuation and temporary accommodation, Emergency services and recovery costs, Impacts to mental health and Intangible effects of flooding.

Table E.3.1: Green Book long-term discount rates

Project Year	Direct FCERM Benefits and Cost	People-related FCERM Benefits
0 to year 30	3.50%	1.50%
31 to year 49	3.00%	1.29%
50 to year 99	2.50%	1.07%

E.4 Climate Change

As a result of climate change, future rainfall events are expected to become both more frequent and more intense. Therefore, it is expected that the number of properties at risk of flooding in any particular scenario will increase, as will the extent of damage/ severity of flooding to those already at risk.

Unfortunately, no flood risk data was available within Havering to determine the impact of climate change on the extent of flood risk, to inform this analysis. Therefore, for this assessment, it has been assumed for the 2045-2073 epoch that 20% of properties currently at risk will have increased flood damages as result of climate change and therefore have been

[49] Green Book Supplementary Guidance: Discount Factors https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent

moved up a flood band, and an additional 10% properties have been added. The impact is applied twice for the higher epoch 2074-2123.

For example, if there are 250 properties currently at risk in the 1% AEP event, 20% of these properties are moved to the 1.3% AEP event, 20% of the properties at risk in the 0.5% event are moved to the 1% AEP event, and the total number of properties at risk is increased by 10%. This results in an increase of approximately 75% of properties at risk from the 1% AEP event in the 2045-2073 epoch and 150% increase in the 2074-2123 epoch.

E.5 Direct damages to properties

The available data has been used to carry out an 'overview assessment' to identify the number of properties at risk of flooding for each return period based on several assumptions. At this stage, this assessment is considered proportionate to the stage of the project and as options are taken forward for further development of detailed appraisal, these estimations would be revisited.

As part of the 'overview assessment', damages for each return period were estimated using the weighted annual average damage approach described in the MCH Chapter 4. This approach provides annual average damages for residential and non-residential properties based on the standard of protection and warning lead time. Direct damages are calculated based on the estimated number of properties at risk based on each return period of the EA risk of flooding from surface water maps. These values can be extrapolated and interpolated to estimate direct damages for different return periods.

The final step to define the direct damages from flooding is to determine the number of properties affected for each of the considered options: 'Do nothing', 'Do minimum' and 'Do something' scenarios. The following assumptions have been made to define each of the scenarios.

- **'Do nothing'** option introduces an allowance to increase the number of properties at risk and increased risk, due to the deterioration of the sewer network caused by a lack of maintenance or interventions.
- **'Do minimum'** option considers the distribution of properties being at flood risk described previously based on available information.
- **'Do something'** option assumes that each of the proposed options will provide a standard of protection (defined for each option) across the considered CDA and, therefore, no properties will be at flood risk for this storm rarity or more frequent. Properties at flood risk for more extreme events remain the same as the estimated for the 'Do minimum' option.

The obtained number of properties affected by flooding for each of the scenarios have been used to determine the direct damages to properties.

Direct damages to properties, as estimated above, has been used to calculate damages related to evacuation and temporary accommodation and impacts to mental health. For instance, properties with an onset of flooding of 1-year are assumed to experience deeper flooding during extreme rainfall events when compared to those with a later onset of flooding, as they would experience flooding for a longer period. This assumption is implemented across all properties, resulting in a distribution of flood depths based on property onset of flooding and rainfall rarity.

E.6 Indirect losses to non-residential properties

As indicated in Chapter 5, section 5.7 of the MCM[50] indirect losses for commercial properties are taken as 3% of the direct damages to the non-residential properties. This is to capture:

- the loss of business to overseas competitors and,
- the additional costs of seeking to respond to the threat of disruption or to disruption itself which fall upon firms when flooded.

Other costs calculated using available guidance were:

- Evacuation and accommodation (including costs of temporary accommodation, food, additional transport costs and loss of earnings).
- Impacts to mental health (depending on depths and averaging number of people per household).
- Emergency services & recovery costs (5.6% of direct damages to buildings).
- Parked vehicles (considering that approximately 42% of residential properties include damaged vehicles as a result of flooding incidents).
- Intangible effects of flooding (linked to how much households are willing to pay per year to avoid health impacts).
- Social Grade (calculated based on Index of Multiple Deprivation (IMD) maps sourced from the Consumer Data Centre[51]
- Road closure disruption damages (calculated using frequently flooded roads information provided by LBH and estimated costs based on the number of vehicles delayed per hour, the cost per vehicle -provided in the MCM- and the flood duration).
- Infrastructure damages.

The method set out above for calculation of indirect losses to non-residential properties requires data on the depth of flooding within the properties. As this data is not available, it was assumed that all properties affected would be flooded to between 0 and 250mm depending on the return period considered. It should be noted that this assumption only applies to some elements of the indirect losses and not to the weighted annual average damage used to assess direct damages.

The benefits (or avoided damages) provided by each 'Do Something option' have been estimated by assigning a standard of protection based on guidance, experience and engineering judgement, as well as a design life. Residual damages for each 'Do Something option' are based on Do Minimum damages.

E.7 Assumptions and Limitations

Estimating damages is a complex task due to the intricate nature of the affected communities, their specific characteristics, and their variability over time. Even when following standard methodologies and guidelines, estimating damages requires agreeing on a significant number of assumptions and estimations to accurately reflect the potential damages that flooding events may cause in a particular community.

[50] Penning-Rowsell E, *Handbook For Economic Appraisal*, 2023, https://www.mcm-online.co.uk/handbook/

[51] CDRC, Index of Multiple Deprivation, https://data.cdrc.ac.uk/dataset/index-multiple-deprivation-imd

In this specific case and at this early stage, only published information is available to carry out the assessment. The assessment requires a number of assumptions about flood depths, standard of protection afforded by each option, effects of climate change and cessation of maintenance. Consequently, there a significant amount of uncertainty in the results and should be used cautiously as a rough estimate at this preliminary feasibility stage.

- The developed methodology uses a logarithmic distribution to fill in the missing data related to the number of properties at risk of surface water flooding. The available data for 3.33%, 1%, and 0.1% Annual Exceedance Probability (AEP) introduces uncertainties when estimating the number of properties at risk for the most frequent events, which carry the most weight in flood damage estimation.
- The impact of climate change is estimated by assuming an increase in the frequency of flooding and the number of properties at risk across three different epochs. This assumption adds further uncertainties to the damage estimation.
- The 'Do Minimum' scenario is considered as the baseline scenario. The number of properties affected by flooding in this scenario is based on estimates from the Environment Agency maps.
- The 'Do Nothing' scenario takes the number of properties at risk from the 'Do Minimum' scenario and assumes a gradual degradation of the existing network. This results in an increase in the frequency of flooding and the number of properties at risk across three different epochs.
- The 'Do Something' scenario assumes that the implemented measures each provide a specific standard of protection and that all flooding is addressed up to this AEP. This is a significant simplification of the potential outcomes of the proposed option; however, it provides the maximum benefit that can be achieved from the proposed option.

E.8 Damages Estimation Table

Table E.8.1: Damages Estimation

			Total Damages (PV)			Benefits based on						
No.	CDA	Option	Do Nothing	Do Minimum	Do Something	Do Nothing	SoP	Design Life	#Properties	Benefit/Property	Area of CDA	Benefits/ha
1	CDA 005	Infiltration (and evaporation) for managing 'everyday rain'	£26,113,897	£20,325,772	£12,340,747	£13,773,150	5	50	46	£299,416	275	£50,115
2	CDA 005	Storage for managing 'extreme rainfall'	£28,948,391	£22,489,155	£968,513	£27,979,879	100	50	298	£93,892	275	£101,808
3	CDA 014	Infiltration (and evaporation) for managing 'everyday rain'	£184,721,222	£143,900,880	£82,788,766	£101,932,455	5	50	358	£284,728	2405	£42,375
4	CDA 014	Conveyance for managing 'usual rainfall'	£184,721,222	£143,900,880	£62,706,042	£122,015,180	10	50	512	£238,311	2405	£50,724
5	CDA 014	Storage for managing 'extreme rainfall'	£204,243,985	£159,058,940	£5,937,145	£198,306,840	100	50	1964	£100,971	2405	£82,439
6	CDA 014	Run-off reduction strategy	£185,628,729	£144,649,038	£23,416,816	£162,211,914	30	50	756	£214,566	2405	£67,434
7	CDA 014	Specific planning policy	£184,721,222	£143,900,880	£62,706,042	£122,015,180	10	50	512	£238,311	2405	£50,724
8	CDA 015	Relocation of properties or infrastructure away from flood risk areas	£16,040,857	£12,937,646	£1,400,639	£14,640,218	30	100	72	£203,336	174	£84,282
9	CDA 015	Infiltration (and evaporation) for managing 'everyday rain'	£15,956,260	£12,867,163	£7,122,381	£8,833,878	5	50	34	£259,820	174	£50,856
10	CDA 015	Conveyance for managing 'usual rainfall'	£15,956,260	£12,867,163	£5,007,386	£10,948,874	10	50	49	£223,446	174	£63,032
11	CDA 015	Storage for managing 'extreme rainfall'	£17,291,742	£13,967,509	£288,790	£17,002,952	100	50	113	£150,469	174	£97,884
12	CDA 015	Run-off reduction strategy	£16,040,857	£12,937,646	£1,400,639	£14,640,218	30	50	72	£203,336	174	£84,282
13	CDA 015	Land management	£15,956,260	£12,867,163	£5,007,386	£10,948,874	10	50	49	£223,446	174	£63,032
14	CDA 016	Self-help – Property-level protection and resilience	£15,275,422	£12,170,568	£5,714,957	£9,560,465	10	20	51	£187,460	80	£119,072
15	CDA 016	Infiltration (and evaporation) for managing 'everyday rain'	£19,556,513	£15,334,586	£9,094,663	£10,461,851	5	50	36	£290,607	80	£130,298
16	CDA 016	Conveyance for managing 'usual rainfall'	£19,556,513	£15,334,586	£6,864,857	£12,691,656	10	50	51	£248,856	80	£158,069
17	CDA 016	Storage for managing 'extreme rainfall'	£21,534,295	£16,867,177	£626,329	£20,907,966	100	50	201	£104,020	80	£260,400
18	CDA 016	Run-off reduction strategy	£19,647,359	£15,409,384	£2,525,421	£17,121,938	30	50	76	£225,289	80	£213,247
19	CDA 017	Asset management and maintenance	£15,058,219	£12,264,801	£7,634,701	£7,423,518	5	10	46	£161,381	269	£27,610
20	CDA 017	Watercourse management and maintenance	£15,058,219	£12,264,801	£7,634,701	£7,423,518	5	10	46	£161,381	269	£27,610
21	CDA 017	Infiltration (and evaporation) for managing 'everyday rain'	£21,721,304	£17,436,593	£9,451,567	£12,269,737	5	50	46	£266,733	269	£45,634
22	CDA 017	Conveyance for managing 'usual rainfall'	£21,721,304	£17,436,593	£6,619,010	£15,102,293	10	50	66	£228,823	269	£56,169
23	CDA 017	Storage for managing 'extreme rainfall'	£23,538,162	£18,933,133	£390,981	£23,147,181	100	50	150	£154,315	269	£86,089
24	CDA 017	Restoring urban watercourse	£21,838,265	£17,533,956	£1,844,779	£19,993,487	30	50	98	£204,015	269	£74,360
25	CDA 017	Run-off reduction strategy	£21,838,265	£17,533,956	£1,844,779	£19,993,487	30	50	98	£204,015	269	£74,360
26	CDA 017	Reducing surface water in the sewer	£21,838,265	£17,533,956	£1,844,779	£19,993,487	30	50	98	£204,015	269	£74,360
27	CDA 017	Land management	£21,721,304	£17,436,593	£6,619,010	£15,102,293	10	50	66	£228,823	269	£56,169
28	CDA 017	Specific planning policy	£21,721,304	£17,436,593	£6,619,010	£15,102,293	10	50	66	£228,823	269	£56,169
29	CDA 017	Work with Land of the Fanns to carry out flood modelling and scope potential natural flood management options in Bedfords Park local nature reserve	£21,721,304	£17,436,593	£6,619,010	£15,102,293	10	50	66	£228,823	269	£56,169
30	CDA 017	Work together to carry out flood modelling to scope options for flood alleviation projects and natural flood management options in the Rise Park Critical Drainage Area	£21,721,304	£17,436,593	£6,619,010	£15,102,293	10	50	66	£228,823	269	£56,169
31	CDA 018	Infiltration (and evaporation) for managing 'everyday rain'	£36,547,342	£28,251,296	£17,260,353	£19,286,990	5	50	64	£301,359	471	£40,928
32	CDA 018	Conveyance for managing 'usual rainfall'	£36,547,342	£28,251,296	£13,451,913	£23,095,429	10	50	92	£251,037	471	£49,010

No.	CDA	Option	Total Damages (PV)			Benefits based on	SoP	Design Life	#Properties	Benefit/Property	Area of CDA	Benefits/ha
			Do Nothing	Do Minimum	Do Something	Do Nothing						
33	CDA 018	Storage for managing 'extreme rainfall'	£40,677,853	£31,390,646	£1,375,727	£39,302,126	100	50	446	£88,121	471	£83,402
34	CDA 018	Run-off reduction strategy	£36,711,277	£28,385,473	£5,414,642	£31,296,635	30	50	136	£230,122	471	£66,414
35	CDA 018	Reducing surface water in the sewer	£36,711,277	£28,385,473	£5,414,642	£31,296,635	30	50	136	£230,122	471	£66,414
36	CDA 018	Land management	£36,547,342	£28,251,296	£13,451,913	£23,095,429	10	50	92	£251,037	471	£49,010
37	CDA 018	Specific planning policy	£36,547,342	£28,251,296	£13,451,913	£23,095,429	10	50	92	£251,037	471	£49,010
38	CDA 023	Infiltration (and evaporation) for managing 'everyday rain'	£38,785,897	£29,390,579	£19,728,084	£19,057,812	5	50	56	£340,318	613	£31,091
39	CDA 023	Conveyance for managing 'usual rainfall'	£38,785,897	£29,390,579	£16,350,181	£22,435,716	10	50	81	£276,984	613	£36,602
40	CDA 023	Storage for managing 'extreme rainfall'	£43,781,436	£33,011,844	£2,490,534	£41,290,902	100	50	574	£71,935	613	£67,363
41	CDA 023	Specific planning policy	£38,785,897	£29,390,579	£16,350,181	£22,435,716	10	50	81	£276,984	613	£36,602
42	CDA 025	Infiltration (and evaporation) for managing 'everyday rain'	£70,888,464	£55,211,533	£31,915,532	£38,972,931	5	50	136	£286,566	369	£105,595
43	CDA 025	Conveyance for managing 'usual rainfall'	£70,888,464	£55,211,533	£24,146,155	£46,742,308	10	50	194	£240,940	369	£126,645
44	CDA 025	Storage for managing 'extreme rainfall'	£78,308,054	£60,967,547	£2,253,637	£76,054,417	100	50	748	£101,677	369	£206,064
45	CDA 025	Specific planning policy	£70,888,464	£55,211,533	£24,146,155	£46,742,308	10	50	194	£240,940	369	£126,645
46	CDA 026	Relocation of properties or infrastructure away from flood risk areas	£57,937,025	£46,154,830	£4,539,571	£53,397,454	30	100	271	£197,039	221	£241,967
47	CDA 026	Infiltration (and evaporation) for managing 'everyday rain'	£57,614,595	£45,887,643	£24,133,845	£33,480,749	5	50	128	£261,568	221	£151,716
48	CDA 026	Conveyance for managing 'usual rainfall'	£57,614,595	£45,887,643	£16,795,005	£40,819,590	10	50	183	£223,058	221	£184,971
49	CDA 026	Storage for managing 'extreme rainfall'	£62,516,547	£49,924,477	£935,998	£61,580,550	100	50	400	£153,951	221	£279,048
50	CDA 026	Carry out flood modelling of main river and adjacent educational facility in the Harold Hill Critical Drainage Area	£57,614,595	£45,887,643	£16,795,005	£40,819,590	10	50	183	£223,058	221	£184,971
51	CDA 034	Asset management and maintenance	£11,832,792	£9,294,821	£6,591,010	£5,241,782	5	10	26	£201,607	2560	£2,048
51	CDA 034	Watercourse management and maintenance	£11,832,792	£9,294,821	£6,591,010	£5,241,782	5	10	26	£201,607	2560	£2,048
52	CDA 034	Infiltration (and evaporation) for managing 'everyday rain'	£17,672,931	£13,451,852	£9,035,518	£8,637,413	5	50	26	£332,208	2560	£3,375
53	CDA 034	Conveyance for managing 'usual rainfall'	£17,672,931	£13,451,852	£7,351,059	£10,321,872	10	50	37	£278,970	2560	£4,033
54	CDA 034	Storage for managing 'extreme rainfall'	£19,871,420	£15,067,646	£918,966	£18,952,454	100	50	257	£73,745	2560	£7,405
55	CDA 034	Restoring urban watercourse	£17,739,683	£13,506,107	£3,340,577	£14,399,106	30	50	55	£261,802	2560	£5,626
56	CDA 034	Urban watercourse engineering	£19,871,420	£15,067,646	£918,966	£18,952,454	100	100	257	£73,745	2560	£7,405
57	CDA 034	Run-off reduction strategy	£17,739,683	£13,506,107	£3,340,577	£14,399,106	30	50	55	£261,802	2560	£5,626
58	CDA 034	Specific planning policy	£17,672,931	£13,451,852	£7,351,059	£10,321,872	10	50	37	£278,970	2560	£4,033
59	CDA 036	Infiltration (and evaporation) for managing 'everyday rain'	£97,269,393	£75,567,820	£44,233,495	£53,035,898	5	50	183	£289,814	3690	£14,373
60	CDA 036	Conveyance for managing 'usual rainfall'	£97,269,393	£75,567,820	£33,823,494	£63,445,899	10	50	262	£242,160	3690	£17,195
61	CDA 036	Storage for managing 'extreme rainfall'	£107,698,785	£83,595,772	£3,478,377	£104,220,408	100	50	1058	£98,507	3690	£28,245
62	CDA 036	Run-off reduction strategy	£97,734,766	£75,950,979	£13,103,867	£84,630,900	30	50	387	£218,684	3690	£22,936
63	CDA 036	Specific planning policy	£97,269,393	£75,567,820	£33,823,494	£63,445,899	10	50	262	£242,160	3690	£17,195
64	CDA 037	Watercourse management and maintenance	£14,182,044	£11,386,091	£7,578,443	£6,603,602	5	10	37	£178,476	268	£24,596
65	CDA 037	Infiltration (and evaporation) for managing 'everyday rain'	£20,694,640	£16,218,133	£9,910,577	£10,784,063	5	50	37	£291,461	268	£40,166
66	CDA 037	Conveyance for managing 'usual rainfall'	£20,694,640	£16,218,133	£7,594,664	£13,099,976	10	50	53	£247,169	268	£48,792

No.	CDA	Option	Total Damages (PV)			Benefits based on	SoP	Design Life	#Properties	Benefit/Property	Area of CDA	Benefits/ha
			Do Nothing	Do Minimum	Do Something	Do Nothing						
67	CDA 037	Storage for managing 'extreme rainfall'	£22,857,618	£17,879,957	£835,355	£22,022,262	100	50	220	£100,101	268	£82,023
68	CDA 037	Restoring urban watercourse	£20,788,227	£16,295,673	£2,990,621	£17,797,606	30	50	79	£225,286	268	£66,288
69	CDA 037	Run-off reduction strategy	£20,788,227	£16,295,673	£2,990,621	£17,797,606	30	50	79	£225,286	268	£66,288
70	CDA 037	Specific planning policy	£20,694,640	£16,218,133	£7,594,664	£13,099,976	10	50	53	£247,169	268	£48,792
71	CDA 038	Infiltration (and evaporation) for managing 'everyday rain'	£30,111,113	£23,908,149	£13,479,980	£16,631,133	5	50	61	£272,642	51	£324,735
72	CDA 038	Storage for managing 'extreme rainfall'	£32,977,523	£26,198,112	£730,068	£32,247,455	100	50	268	£120,326	51	£629,655
73	CDA 038	Specific planning policy	£30,111,113	£23,908,149	£9,843,755	£20,267,358	10	50	87	£232,958	51	£395,735
74	CDA 039	Infiltration (and evaporation) for managing 'everyday rain'	£13,762,683	£10,764,979	£6,416,278	£7,346,404	5	50	25	£293,856	109	£67,580
75	CDA 039	Conveyance for managing 'usual rainfall'	£13,762,683	£10,764,979	£4,760,522	£9,002,161	10	50	36	£250,060	109	£82,811
76	CDA 039	Storage for managing 'extreme rainfall'	£15,052,360	£11,764,096	£452,915	£14,599,446	100	50	122	£119,668	109	£134,301
77	CDA 039	Run-off reduction strategy	£13,827,457	£10,818,021	£1,704,399	£12,123,057	30	50	53	£228,737	109	£111,520
78	CDA 039	Land management	£13,762,683	£10,764,979	£4,760,522	£9,002,161	10	50	36	£250,060	109	£82,811
79	CDA 039	Specific planning policy	£13,762,683	£10,764,979	£4,760,522	£9,002,161	10	50	36	£250,060	109	£82,811
80	CDA 040	Self-help – Property-level protection and resilience	£20,412,734	£16,445,460	£7,374,074	£13,038,660	10	20	74	£176,198	86	£151,943
81	CDA 040	Infiltration (and evaporation) for managing 'everyday rain'	£26,370,218	£20,894,836	£11,930,382	£14,439,836	5	50	52	£277,689	86	£168,271
82	CDA 040	Conveyance for managing 'usual rainfall'	£26,500,979	£21,003,302	£2,971,485	£23,529,494	10	50	74	£317,966	86	£274,195
83	CDA 040	Storage for managing 'extreme rainfall'	£28,947,460	£22,931,772	£677,424	£28,270,036	100	50	250	£113,080	86	£329,438
84	CDA 040	Run-off reduction strategy	£26,500,979	£21,003,302	£2,971,485	£23,529,494	30	50	110	£213,904	86	£274,195
85	CDA 040	Specific planning policy	£26,370,218	£20,894,836	£8,810,801	£17,559,417	10	50	74	£237,289	86	£204,624

Appendix F: Action Plan (see separate document)

Appendix G: A3 Scaled Maps (see separate document)

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London Borough of Havering Action Plan for Local Flood Risk Management Strategy and Surface Water Management Plan, 2025

The actions in this plan are subject to available funding and resourcing and this document should be read alongside the LFRMS and SWMP documents.

This Action plan includes information on measures to implement the priorities of the London Borough of Havering to manage local flood risk.

The Action Plan includes measures from the Surface Water Management Plan (SWMP) and measures from the Local Flood Risk Management Strategy (LFRMS). Together these form the LFRMS Action Plan. The Action Plan will be monitored annually and reviewed alongside the review of the LFRMS.

The Action Plan is broken into two tabs: one for specific measures in Critical Drainage Areas (CDA) and one for boroughwide measures. Table 1 below clarifies the columns in those tabs.

The LFRMS aims and objectives are coded as per Table 2 below and reference to this code is included in column K of the boroughwide tab.

Table 3 below shows the priority ranking of the measures decided through the multicriteria analysis and the cost benefit/feasibility assessment explained in the SWMP. This is shown in column E of the CDA measures table.

Table 1: Measures information

Column	Description
Measures and description	The name of the measure and provides details of what the measure is.
General location	What CDA it is in or if it is boroughwide.
Priority ranking	The ranking of CDA specific measures which ranges from very low to very high.
Cost/funding	What funding could be available to implement the measure and the average cost of the measures.
Estimated benefit	The 'per property' and 'total' benefit from the cost benefit analysis.
Typical duration	The duration of time needed to implement the measure (short, medium or long-term and an idea of the implementation time). The implementation time will vary depending on resources, internal and external funding and priorities. Ongoing measures are those that are already being implemented.
Responsibility	The lead LBH team and primary support for implementing the measure.
Stakeholders	Who will/could be involved and support the measure implementation.
Review and implementation (KPIs)	The Key Performance Indicators (KPIs) against which the measure should be monitored.
Origin of the measure	Explains where the measure came from: new measure, guidance or other plans.

Table 2: LFRMS measures codes

LFRMS Aims	Code	Objective
Supporting communities to be more flood resilient	A1	•To increase awareness of flood risk in the Borough with internal and external stakeholders and members of the public. •To work with Local Resilience Forum partners, businesses and residents to improve our preparedness, resilience, and response to flood events. •To take a risk-based and affordable approach to managing flood risk across the Borough.
Working with others to reduce flood risk	A2	•To work together with internal and external stakeholders to manage flooding from all sources in the Borough. •To increase understanding internally and externally of the Lead Local Flood Authority role. •To work with internal and external stakeholders to take a consistent and prioritised approach to manage drainage and flood risk assets in the Borough, with an emphasis to maintenance of existing drainage infrastructure, including watercourses.
Making places flood resilient	A3	•To deliver a prioritised programme of works to alleviate flooding, including natural flood management measures. •To embed actions to reduce flood risk into our approach to manage the highways network. •To integrate policies and guidance to reduce flood risk through new development into our approach as a Local Planning Authority.

Table 3: Measure priority ranking

Priority Ranking	
0	Very Low
1	Low
2	
3	Medium
4	
5	High
6	
7	Very High

The CDA measures were prioritised based on the Multi Criteria Analysis as explained in Appendix D of the SWMP. The priority ranking shows the degree of urgency to implement CDA measures. However, the implementation on the ground of these measures depends on resources available (officer time, skills & knowledge, budget and funding availability, partnership working, etc). This could vary over time and depends, not only on the LLFA resources, but on the overall Council resources.

Version no.	Prepared	Checked	Reviewed	Approved	Issue date	Issue status
1	Katie Allsopp	Patri Cuervo	Ruth Burnham	Hannah Burgess	16/07/2024	Draft for comments
2	Katie Allsopp	Patri Cuervo	Ruth Burnham	Hannah Burgess	23/08/2024	Final for Public Consultation
3	Katie Allsopp	Ruth Burnham	Patri Cuervo	Hannah Burgess	08/04/2025	Final for Publication
4	Katie Allsopp	Patri Cuervo	Hannah Burgess	Hannah Burgess	18/06/2025	Updated final for publication

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Items 1 – 16 provide information which may be used to assist when seeking funding and developing schemes as part of the actions in items 17 – 61. It not expected that all measures should or would be implemented. The timescales provided in are indicative of the typical time taken to complete one of these schemes, and should not be used as an expectation they will be developed and completed within the timescales from the date of publication

ID	Measure	Description	Location	Priority Ranking	Cost/Funding			Estimated Benefit		Typical duration	Responsibility		Other Stakeholders	LFRMS Aims	Review / monitoring (KPIs)	Origin of the measure
					Estimated Capital Cost	Estimated Other Cost	Potential Funding Source	Total	Average per Property		Lead Organisation	Primary Support				
1	**Infiltration (and evaporation) for managing 'everyday rain' - very small to small amount of rain**	An engineering structure to collect rainwater from impermeable services e.g. rain gardens.	CDA 005 Ardleigh Green East	Low	Construction of surface SuDS features in existing: Soft landscape £20-£50/m2 Hard landscapes £50-£100/m2	Feasibility study to understand best areas to implement: £10,000-15,000 depending on if carried out in house Design (scale dependent): £3,000-£20,000	Local Authority e.g. Capital funding (Parks/Highways/ LLFA) Section 106 Agreements and community Infrastructure Levy. Greater London Authority: New Deal programmes ('Greener City' 'Grow Back Greener' and 'Green and Resilient Spaces) Thames Water AMP8 SWMP programme Local Wildlife and River Trusts Central Government (NFM) TRFCC: PROSPECT programme, NFM funding	£ 13,773,150	£ 299,416	Long (3 - 15 years)	London Borough of Havering	LLFA	Land owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
			CDA 014 River Rom and Beam River	Medium				£ 101,932,455	£ 284,728							
			CDA 015 Havering Park	Low				£ 8,833,878	£ 259,820							
			CDA 016 Rise Park West	Low				£ 10,461,851	£ 290,607							
			CDA 017 Rise Park	High				£ 12,269,737	£ 266,733							
			CDA 018 Cranham	Medium				£ 19,286,990	£ 301,359							
			CDA 023 Elm Park	Low				£ 19,057,812	£ 340,318							
			CDA 025 Gallows Corner	Low				£ 38,972,931	£ 286,566							
			CDA 026 Harold Hill North	Medium				£ 33,480,749	£ 261,568							
			CDA 034 Thames	Medium				£ 8,637,413	£ 332,208							
			CDA 036 Ingrebourne	High				£ 53,035,898	£ 289,814							
			CDA 037 River Ravensbourne	Medium				£ 10,784,063	£ 291,461							
			CDA 038 Heath Park North	Low				£ 16,631,133	£ 272,642							
			CDA 039 Heath Park South	Medium				£ 7,346,404	£ 293,856							
			CDA 040 Harold Hill South	Medium				£ 14,439,836	£ 277,689							
2	**Storage for managing 'extreme rainfall' - higher volume of water**	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management e.g. swales and wet ponds.	CDA 005 Ardleigh Green East	Low	Construction of surface SuDS features in existing: Soft landscape £20-£50/m2 Hard landscapes £50-£100/m2	Design (scale dependent): £3,000-£20,000	Local Authority e.g. Capital funding (Parks/Highways/ LLFA) Section 106 Agreements and community Infrastructure Levy. Greater London Authority: New Deal programmes ('Greener City' 'Grow Back Greener' and 'Green and Resilient Spaces) Thames Water AMP8 SWMP programme Local Wildlife and River Trusts Central Government (NFM) TRFCC: PROSPECT programme, NFM funding Business Improvement Districts (BIDs)	£ 27,979,879	£ 93,892	Long (3 - 15 years)	London Borough of Havering	LLFA	Land owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
			CDA 014 River Rom and Beam River	Medium				£ 198,306,840	£ 100,971							
			CDA 015 Havering Park	Medium				£ 17,002,952	£ 150,469							
			CDA 016 Rise Park West	High				£ 20,907,966	£ 104,020							
			CDA 017 Rise Park	Medium				£ 23,147,181	£ 154,315							
			CDA 018 Cranham	Medium				£ 39,302,126	£ 88,121							
			CDA 023 Elm Park	Medium				£ 22,435,716	£ 276,984							
			CDA 025 Gallows Corner	Medium				£ 46,742,308	£ 240,940							
			CDA 026 Harold Hill North	Medium				£ 61,580,550	£ 153,951							
			CDA 034 Thames	Medium				£ 18,952,454	£ 73,745							
			CDA 036 Ingrebourne	Medium				£ 104,220,408	£ 98,507							
			CDA 037 River Ravensbourne	Medium				£ 22,022,262	£ 100,101							
			CDA 038 Heath Park North	Very low				£ 32,247,455	£ 120,326							
			CDA 039 Heath Park South	Low				£ 14,599,446	£ 119,668							
			CDA 040 Harold Hill South	Medium				£ 28,270,036	£ 113,080							
3	**Conveyance for managing 'usual rainfall' - less amount of water.**	Designed to collect, delay and convey rainfall using green infrastructure techniques. This is generally above ground management.	CDA 014 River Rom and Beam River	Low	Construction of surface SuDS features in existing: Soft landscape £20-£50/m2 Hard landscapes £50-£100/m2	Design (scale dependent): £3,000-£20,000	Local Authority e.g. Capital funding (Parks/Highways/ LLFA) Section 106 Agreements and community Infrastructure Levy. Greater London Authority: New Deal programmes ('Greener City' 'Grow Back Greener' and 'Green and Resilient Spaces) Thames Water AMP8 SWMP programme Local Wildlife and River Trusts Central Government (NFM) TRFCC: PROSPECT programme, NFM	£ 122,015,180	£ 238,311	Long (3 - 15 years)	London Borough of Havering	LLFA	Land owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
			CDA 015 Havering Park	Medium				£ 10,948,874	£ 223,446							
			CDA 016 Rise Park West	Medium				£ 12,691,656	£ 248,856							
			CDA 017 Rise Park	High				£ 15,102,293	£ 228,823							
			CDA 018 Cranham	Medium				£ 23,095,429	£ 251,037							
			CDA 023 Elm Park	Low				£ 41,290,902	£ 71,935							
			CDA 025 Gallows Corner	Low				£ 76,054,417	£ 101,677							
			CDA 026 Harold Hill North	Low				£ 40,819,590	£ 223,058							
			CDA 034 Thames	Low				£ 10,321,872	£ 278,970							
			CDA 036 Ingrebourne	Medium				£ 63,445,899	£ 242,160							
			CDA 037 River Ravensbourne	Low				£ 13,099,976	£ 247,169							
			CDA 039 Heath Park South	Very Low				£ 9,002,161	£ 250,060							
			CDA 040 Harold Hill South	Low				£ 23,529,494	£ 317,966							
4	**Run-off reduction strategy**	A long-term plan for making whole urban areas more green and permeable, this uses green infrastructure techniques to allow increased infiltration.	CDA 014 River Rom and Beam River	Medium	Construction of green/blue roof: £50-£150/m Construction of surface SuDS features in existing: Soft landscape £20-£50/m2 Hard landscapes £50-£100/m2	Design (scale dependent): £3,000-£20,000	Local Authority e.g. Section 106 Agreements and community Infrastructure Levy. Greater London Authority Thames Water Local Wildlife and River Trusts Central Government Business Improvement Districts (BIDs)	£ 162,211,914	£ 214,566	Long (3 - 15 years)	London Borough of Havering	LLFA	Land owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
			CDA 015 Havering Park	High				£ 14,640,218	£ 203,336							
			CDA 016 Rise Park West	Medium				£ 17,121,938	£ 225,289							
			CDA 017 Rise Park	High				£ 19,993,487	£ 204,015							
			CDA 018 Cranham	Very Low				£ 31,296,635	£ 230,122							
			CDA 034 Thames	Very Low				£ 14,399,106	£ 261,802							
			CDA 036 Ingrebourne	Medium				£ 84,630,900	£ 218,684							
			CDA 037 River Ravensbourne	Very Low				£ 17,797,606	£ 225,286							
			CDA 039 Heath Park South	Low				£ 12,123,057	£ 228,737							
			CDA 040 Harold Hill South	Medium				£ 23,529,494	£ 213,904							
5	**Specific planning policy**	A new planning policy aiming to provide a considerable improvement of surface water runoff for development in strategic sites and redevelopment areas. Green infrastructure should be favoured over grey. Implement feasibility study to understand opportunities to provide storage in greenspace, parks and regeneration and developments areas (Romford strategic development area and industrial strategic area)	CDA 014 River Rom and Beam River	Very High	N/A	Internal costs to the Local Planning authority and internal stakeholders	Neighbourhood Community Infrastructure Levy Local Authority e.g. Section 106 planning contributions Borough CIL Local Levy	£ 122,015,180	£ 238,311	Medium (1 - 3 years)	London Borough of Havering	Planning	Residents and the public (responding to the consultation)	A3	What number of properties are protected? Has the measure been implemented?	New measure
			CDA 017 Rise Park	High				£ 15,102,293	£ 228,823							
			CDA 018 Cranham	High				£ 23,095,429	£ 251,037							
			CDA 023 Elm Park	High				£ 22,435,716	£ 276,984							
			CDA 025 Gallows Corner	High				£ 46,742,308	£ 240,940							
			CDA 034 Thames	High				£ 10,321,872	£ 278,970							
			CDA 036 Ingrebourne	High				£ 63,445,899	£ 242,160							
			CDA 037 River Ravensbourne	High				£ 13,099,976	£ 247,169							
			CDA 038 Heath Park North	High				£ 20,267,358	£ 232,958							
			CDA 039 Heath Park South	High				£ 9,002,161	£ 250,060							
			CDA 040 Harold Hill South	High				£ 17,559,417	£ 237,289							
6	**Relocation of properties or infrastructure away from flood risk areas**	Proposing new developments in areas with low flood risk and having availability to move existing critical infrastructure to low flood risk areas.	CDA 015 Havering Park	Medium	Case by case basis	Case by case basis	Neighbourhood Community Infrastructure Levy Local Authority e.g. Section 106 planning contributions Borough CIL Local Levy	£ 14,640,218	£ 203,336	Medium (1 - 3 years)	London Borough of Havering	LLFA Planning	Land owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
			CDA 026 Harold Hill North	Low				£ 53,397,454	£ 197,039							
7	**Land management**	Implementing land management actions will reduce the volume of run-off, to reduce the flood risk further downstream.	CDA 015 Havering Park	Medium	Case by case basis	Case by case basis	Local Levy Greater London Authority (GLA) LLFA budget	£ 10,948,874	£ 223,446	Medium (1 - 3 years)	London Borough of Havering	LLFA Planning	Land owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
			CDA 017 Rise Park	Low				£ 15,102,293	£ 228,823							
			CDA 018 Cranham	Low				£ 23,095,429	£ 251,037							
			CDA 039 Heath Park South	Very Low				£ 9,002,161	£ 250,060							
8	**Property-level protection and resilience**	Measures that prevent water entry or reduce the amount of floodwater that enters a property e.g. flood doors, flood gates, self-closing air bricks.	CDA 016 Rise Park West	Very Low	Manual sectional barrier: £600-1900/m Manual flood gates (5x1m): £5,500	Consultation with the community if relevant	Estates Improvement Budget (EIB) Flood Defence Grant in Aid (FDGiA) Local Levy	£ 9,560,465	£ 187,460	Medium (1 - 3 years)	London Borough of Havering	LLFA Planning	Home owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
			CDA 040 Harold Hill South	Very low				£ 13,038,660	£ 176,198							

Items 1 – 16 provide information which may be used to assist when seeking funding and developing schemes as part of the actions in items 17 – 61. It not expected that all measures should or would be implemented. The timescales provided in are indicative of the typical time taken to complete one of these schemes, and should not be used as an expectation they will be developed and completed within the timescales from the date of publication

ID	Measure	Description	Location	Priority Ranking	Cost/Funding			Estimated Benefit		Typical duration	Responsibility		Other Stakeholders	LFRMS Aims	Review / monitoring (KPIs)	Origin of the measure
					Estimated Capital Cost	Estimated Other Cost	Potential Funding Source	Total	Average per Property		Lead Organisation	Primary Support				
9	**Asset management and maintenance**	Having a register of all existing assets and maintenance plan which includes frequency of maintenance.	CDA 017 Rise Park CDA 034 Thames	Low Low	Case by case basis	Case by case basis	Service area revenue budgets LLFA grant	£ 7,423,518 £ 5,241,782	£ 161,381 £ 201,607	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other RMAs and asset owners (riparian	A2, A3	What number of properties are protected? Has the measure	SWMP guidance
10	**Watercourse management and maintenance**	Maintenance to ensure optimal functionality and prevent degradation e.g. keeping growth of vegetation under control, free of debris and reducing excess silt.	CDA 017 Rise Park CDA 034 Thames CDA 037 River Ravensbourne	High Very Low Low	Engineering channel maintenance: Manual clearance £241-7800/km/year Mechanical maintenance £214-6500/km/year Natural channel maintenance: Manual clearance £710-25000/km/year Mechanical clearance £120-8400/km/year	Inspection cost: £2.6/m	Service area revenue budgets Relevant RMAs budget Riparian owners	£ 7,423,518 £ 5,241,782 £ 6,603,602	£ 161,381 £ 201,607 £ 178,476	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other relevant RMAs	A2	What number of properties are protected? Has the measure been implemented?	SWMP guidance
11	**Restoring urban watercourse**	This technique aims to mimic natural processes as much as possible without increasing flood risk e.g. in channel enhancements, larger scale river restoration and SuDS.	CDA 017 Rise Park CDA 034 Thames CDA 037 River Ravensbourne	Low Very Low Low	£70-600/m2		Local Levy Greater London Authority (GLA) Relevant RMAs	£ 19,993,487 £ 14,399,106 £ 17,797,606	£ 204,015 £ 261,802 £ 225,286	Long (3 - 15 years)	London Borough of Havering	LLFA	Other relevant RMAs	A3	What number of properties are protected? Has the measure been	SWMP guidance
12	**Reducing surface water in the sewer**	Infiltration and storage can be used to reduce water in sewers e.g. soakaways and reducing impermeable surfaces.	CDA 017 Rise Park CDA 018 Cranham	Low Low	Construction of green/blue roof: £50-£150/m Construction of surface SuDS features in existing: Soft landscape £20-£50/m2 Hard landscapes £50-£100/m2	Design (scale dependent): £3,000-£20,000	Local Authority e.g. Section 106 Agreements and community Infrastructure Levy. Greater London Authority Thames Water Local Wildlife and River Trusts Central Government Business Improvement Districts (BIDs)	£ 19,993,487 £ 31,296,635	£ 204,015 £ 230,122	Long (3 - 15 years)	London Borough of Havering	LLFA	Thames Water Anglian Water Land owners	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance
13	**Carry out flood modelling and scope the potential natural flood management techniques**	Work with Land of the Fanns to carry out flood modelling and scope potential natural flood management options in Bedfords Park local nature reserve	CDA 017 Rise Park	Low	N/A	Feasibility studies likely to start from £30,000	Flood Defence Grant in Aid (FDGiA) Local Levy Co-funding with other RMAs	£ 15,102,293	£ 228,823	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other RMAs and land owners	A3	Has potential NFM been identified?	FRMP2
14	**Carry out flood modelling in Rise Park Critical Drainage Area**	Work together to carry out flood modelling to scope options for flood alleviation projects and natural flood management options in the Rise Park Critical Drainage Area.	CDA 017 Rise Park	Low	N/A	Modelling study likely to start from £30,000	Flood Defence Grant in Aid (FDGiA) Local Levy Co-funding with other RMAs	£ 15,102,293	£ 228,823	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other relevant RMAs	A3	Have flooding hotspots been identified?	FRMP2
15	**Carry out flood modelling of main river and adjacent educational facility in the Harold Hill Critical Drainage Area**	Carry out flood modelling of main river and adjacent educational facility in the Harold Hill Critical Drainage Area.	CDA 026 Harold Hill North	Low	N/A	Modelling study likely to start from £30,000	Flood Defence Grant in Aid (FDGiA) Local Levy Co-funding with other RMAs	£ 40,819,589.53	£ 223,057.87	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other relevant RMAs	A3	Have flooding hotspots been identified?	FRMP2
16	**Urban watercourse engineering**	Hard engineering flood techniques e.g. storage, embankments, water and diversion channels.	CDA 034 Thames	Very Low	Retaining wall: £748.8-4810/m Embankments: £780-4420/m	Maintenance cost: Embankment £13-22490/km/year Retaining wall £0-1170/km/year	Flood Defence Grant in Aid (FDGiA) Local Levy Co-funding with other RMAs	£ 18,952,453.93	£ 73,744.96	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other relevant RMAs	A3	What number of properties are protected? Has the measure been implemented?	SWMP guidance

The Action plan (Items 17 – 61) provide a list of actions to review, develop, and implement which will be subject to funding, approval and resources.

ID	Measure	Description	Location	Cost/Funding		Typical duration	Responsibility		Other Stakeholders	LFRMS Aims/ Objectives	Review / monitoring (KPIs)	Origin of the measure
				Estimated Capital Cost	Potential Funding Source		Lead Organisation	Primary Support				
Flood Risk Knowledge and Awareness												
17	**Improve understanding of flood risk in the borough and raising public awareness, including sharing information on the measures that can be implemented at property/business level.**	Increasing understanding and knowledge of flood risk in the borough.	Boroughwide	N/A	LLFA funding Council budget	Long (3 - 15 years)	London Borough of Havering	LLFA	Different Council departments Residents and businesses	A1	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
18	**Improve information on surface water flood events.**	Increasing understanding and knowledge of flood risk in the borough and updated proforma to collect information.	Boroughwide	N/A	LLFA funding	Medium (1 - 3 years)	London Borough of Havering	LLFA		A1	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
19	**Commission Section 19 reports promptly after flooding event.**	Investigating flood risk reports be commissioned for completion as soon as possible following the flood event.	Boroughwide	N/A	LLFA funding	Short (6 months & ongoing)	London Borough of Havering	LLFA		A1, A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	From Section 19 recommendation
20	**Produce a holistic Thames Estuary 2100 Riverside Strategy in the London Borough of Havering.**	Write a riverside strategy for the Borough	Boroughwide	Potentially £40k	LLFA grant/budget. The TRFCC has allocated budget for a Joint Thames Strategies Refresh Project so it could be implemented through this project.	Long (3 - 15 years)	London Borough of Havering	LLFA	TRFCC Joint Thames Strategies Refresh Project partners	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	FRMP2
21	**Link measures from the SMWP directly to the Flood Risk Management Strategy for the Borough such that a programme of work is visible.**	Create a joint Action Plan.	Boroughwide	N/A	LLFA funding	Short (6 months & ongoing)	London Borough of Havering	LLFA	Different Council Departments and other RMAs (EA, Water Companies, neighbouring boroughs)	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
22	**Update the Borough's Strategic Flood Risk Assessment.**	As part of the Local Plan, a Strategic Flood Risk Assessment should be produced.	Boroughwide	£40,000-£50,000	Local Plan evidence base budget	Medium (1 - 3 years)	London Borough of Havering	Planning Authority		A2, A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	FRMP2
23	**Maintain a register of critical flood risk sites across the borough, plus make it available to internal and external stakeholders.**	Part of the LLFA duties.	Boroughwide	N/A	LLFA funding	Ongoing	London Borough of Havering	LLFA	Other RMAs and other stakeholders who own flood risk assets	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measures
24	**Ensure more sustainable planning decisions by providing developers with copies/links of Local Flood Risk Management Strategy and joint Action Plan.**	Ensure that developers have access to the latest guidance and information.	Boroughwide	N/A	Planning application process LLFA funding	Short (6 months & ongoing)	London Borough of Havering	LLFA	Developers	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measures
25	**Identify a list of priorities that can be managed with the budget available for flood risk.**	Ensure that the Council adopts the most cost-effective approach.	Boroughwide	Already done through this project	LLFA funding	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other Council Departments	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measures
26	**Review corporate and core strategies to identify where mutual goals and aims can be met through discharging LLFA responsibilities and actions.**	Ensure that the Council adopts the most cost-effective approach and enhances partnership working within the Council departments.	Boroughwide	N/A	Council budget	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other Council Departments	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
Emergency Planning												
27	**Develop emergency response plans across the borough.**	Ensure upskilling of officers and the implementation of strong policies.	Boroughwide	N/A	Contingency planning funding	Short (6 months & ongoing)	London Borough of Havering	Emergency planning	Other Council Departments	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
28	**Ensure business continuity planning.**	Ensure upskilling of officers and the implementation of strong policies e.g. Operational response in terms of flooding and developing plans for flood hotspots	Boroughwide	N/A	Council budget	Short (6 months & ongoing)	London Borough of Havering	Planning	Local residents	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
29	**Raising flood insurance awareness for residents and businesses.**	Increasing understanding and knowledge of flood insurance benefits. Could be done when discharging any Council duties and activities	Boroughwide	N/A	Council budget	Short (6 months & ongoing)	London Borough of Havering	LLFA	Local residents	A1	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
30	**Encourage community flood action groups and resilient community plans.**	Encourage working collaboratively internally and externally.	Boroughwide	N/A	Council budget	Short (6 months & ongoing)	London Borough of Havering	Planning	Local residents	A1	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
31	**Empower volunteers to undertake Flood Warden duties in the London Borough of Havering.**	Work with the Emergency Planning team to understand and implement Flood Warden duties	Boroughwide	N/A	Council budget	Short (6 months & ongoing)	London Borough of Havering	LLFA	Local residents	A1	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	FRMP2
32	**Improve preparedness by arranging for term service contractor to maintain a stock of plant and materials for emergency flooding responses.**		Boroughwide	N/A	Council budget	Short (6 months & ongoing)	London Borough of Havering	LLFA	Local residents	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measure
Land Use Planning												
33	**Develop land-use planning policy to address flood risk locally**	Implement more stringent policies where required to ensure more sustainable planning decisions.	Boroughwide	N/A	Local Plan budget	Medium (1 - 3 years)	London Borough of Havering	Planning	Planning stakeholders (GLA, statutory consultees, neighbouring planning authorities), residents and businesses responding to public consultation	A3	LBH Corporate Plan 2024-2027: A great place to live, work and enjoy	SWMP guidance/ New Measure

The Action plan (Items 17 – 61) provide a list of actions to review, develop, and implement which will be subject to funding, approval and resources.

ID	Measure	Description	Location	Cost/Funding		Typical duration	Responsibility		Other Stakeholders	LFRMS Aims/ Objectives	Review / monitoring (KPIs)	Origin of the measure
				Estimated Capital Cost	Potential Funding Source		Lead Organisation	Primary Support				
34	**Review existing Planning Policy to ensure that Local Flood Risk Management is suitably linked to new development - in line with SuDS approval status, increased knowledge of flood risk and future Local Flood Risk Management Strategy.**	Implement more stringent policies where required to ensure more sustainable planning decisions.	Boroughwide	N/A	Local Plan budget	Short (6 months & ongoing)	London Borough of Havering	LLFA	Planning Department	A3	LBH Corporate Plan 2024-2027: A great place to live, work and enjoy	Previous SMWP
35	**Engage developers at pre-approval stage in the London Borough of Havering.**	Ensure that flood risk and drainage are addressed as soon in the planning process as possible.	Boroughwide	N/A	Planning application process and pre-application advice fees	Short (6 months & ongoing)	London Borough of Havering	LLFA	Planning Department	A3	LBH Corporate Plan 2024-2027: A great place to live, work and enjoy	FRMP2
Partnership Working												
36	**Encourage working in partnership with other RMAs, Water Companies, residents and businesses.**	With Regional Flood and Coastal Committee, districts, borough, IDB in relation to ordinary watercourses and with planning to streamline processes.	Boroughwide	N/A	LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other RMAs and other stakeholders interested in flood risk and drainage	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	From LLFA duties review
37	**Undertake stakeholder mapping as a part of Communication Plan development.**		Boroughwide	N/A	Council budget	Short (6 months & ongoing)	London Borough of Havering	LLFA	LBH communications and engagement team	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
38	**Ensure key messages in the Community engagement (CE) plan that encourage attitude and behaviour change with the public are delivered.**		Boroughwide	N/A	Council budget	Long (3 - 15 years)	London Borough of Havering	LLFA	LBH communications and engagement team	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
39	**Develop a collaborative resourcing approach across Drain London group 5, (neighbouring LLFAs) enabling the relationships developed in the group to be the springboard to efficient resource management on local flood risk issues.**	Effective partnership working across all stakeholders	Boroughwide	N/A	LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Neighbouring authorities	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
40	**Work with the Roding, Beam, and Ingrebourne Catchment Partnership to implement flood risk measures on the ground and engage with the local community more effectively, supporting both their Catchment Plan and the Council's Local Flood Risk Management Strategy and Action Plan.**		Boroughwide	N/A	LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other RMAs and interested stakeholders	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measure
41	**Have quarterly flood risk meetings to encourage collaboration with internal and external parties.**		Boroughwide	N/A	LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other RMAs and interested stakeholders	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measure
42	**Produce a concise table documenting LLFA duties and their implementation**		Boroughwide	Already done through this project	LLFA grant	Ongoing	London Borough of Havering	LLFA	Relevant stakeholders	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measure
43	**Agree with other stakeholders the precise maintenance responsibility for every drainage asset within the borough.**	Ensure dialogue and effective partnership working to maintain drainage assets in good condition and reduce flood risk	Boroughwide	N/A	LLFA grant and other maintenance funding	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other RMAs, asset owners and riparian owners	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measure
Measures on the Ground												
44	**Take forward on the ground measures in the joint Action Plan towards option appraisal and design.**	Economically sustainable response to flood risk.	Boroughwide	N/A depending on the measures	LLFA grant, Local Levy, TRFCC funding, other RMAs funding	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other RMAs, TRFCC	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
45	**Installation of additional rain gauges.**	Additional rain gauges could be installed to allow for better understanding of local rainfall conditions.	Boroughwide	£2,000 per rain gauge plus ongoing maintenance costs	LLFA grant, other RMAs funding	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other RMAs	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	From Section 19 recommendation
46	**Investigate scope to supply airbrick covers to the properties at risk**	Investigate scope to supply airbrick covers to the properties at risk (particularly those with thresholds at a level lower than road level).	Boroughwide	N/A internal study	LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Home owners	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	From Section 19 recommendation
47	**Investigate opportunities for SuDS retrofitting at council buildings and on highways.**	Increase drainage to limit flood risk to council buildings and highways.	Boroughwide	Feasibility study £25,000+	Service area capital budgets Council budget Greater London Authority (GLA) Transport for London National Highways	Short (6 months & ongoing)	London Borough of Havering	LLFA	Housing department, Corporate services, Building occupiers, other RMAS (Transport for London -TfL, National Highways) and other stakeholders who may be able to fund them.	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	FRMP2
48	**Review of need for the implementation of new watercourse assets**	Understand what supporting infrastructure is needed for reduce flood risk from watercourses.	Boroughwide	Feasibility study £25,000+	LLFA grant TRFCC Grant in Aid or Levy Funding	Medium (1 - 3 years)	London Borough of Havering	LLFA	EA, other neighbouring boroughs	A1, A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New Measure
49	**Develop a prioritised 5-year programme of Natural Flood Management (NFM) projects across the borough.**	Understand the locations where NFM could be implementing and where it could have the highest impact.	Boroughwide	Feasibility study £25,000+	LLFA grant TRFCC Grant in Aid or Levy Funding	Medium (1 - 3 years)	London Borough of Havering	LLFA	EA, other neighbouring boroughs	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measure
50	**Address flood risk to reduce flooding on highways by adding drainage considerations to a checklist for scheme designs.**	Ensure that any highways schemes consider flood risk from the outset.	Boroughwide	N/A internal study	Council budget LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	TfL and National Highways	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measure

The Action plan (Items 17 – 61) provide a list of actions to review, develop, and implement which will be subject to funding, approval and resources.

ID	Measure	Description	Location	Cost/Funding		Typical duration	Responsibility		Other Stakeholders	LFRMS Aims/ Objectives	Review / monitoring (KPIs)	Origin of the measure
				Estimated Capital Cost	Potential Funding Source		Lead Organisation	Primary Support				
Asset Management												
51	**Increased asset monitoring and clearance.**	Increased monitoring and clearance of screens near to regular flooding locations.	Boroughwide	N/A	Council maintenance budgets Service area revenue budgets	Short (6 months & ongoing)	London Borough of Havering	LLFA	Highways Department	A2, A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	From Section 19 recommendation
52	**Develop systematic maintenance regime of watercourse and its assets within the area.**		Boroughwide	N/A	Council maintenance budget Service area revenue budgets Council budget LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	EA, other neighbouring boroughs	A1, A2, A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	From Section 19 recommendation
53	**Maintain the asset register and continue developing it, setting out the assets owned, maintained and managed by the LLFA and others.**	Develop a register of all existing assets and maintenance plan which includes frequency of maintenance and which assets have a significant effect on flood risk.	Boroughwide	N/A ongoing project	Service area revenue budgets LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other flood risk and drainage asset owners (TfL, EA, Water Companies, National Highways, Network rail, etc)	A1 A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SWMP
54	**Develop an assets management system in line with the requirements under the FWMA and regulations.**	Linked to the previous measure	Boroughwide	N/A ongoing project	Service area revenue budgets LLFA grant	Ongoing	London Borough of Havering	LLFA	Other flood risk and drainage asset owners (TfL, EA, Water Companies, National Highways, Network rail, etc)	A1, A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP
55	**Work with the Infrastructure Delivery Group to improve processes for asset data collection and utilise asset condition data in the Borough**	Linked to the previous two measures to achieve a robust understanding of flood risk and drainage assets.	Boroughwide	N/A internal partnership working	Council budget LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other flood risk and drainage asset owners (TfL, EA, Water Companies, National Highways, Network rail, etc)	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	FRMP2
56	**Improve SuDS Approval Body (SAB) awareness and resource implications.**	Defra will consult on how Schedule 3 of the FWMA 2010 and the work of SABs will be implemented. Review and respond to the Defra consultation and put procedures in place to ensure the SAB role is implemented properly in Havering	Boroughwide	N/A	LLFA grant	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other neighbouring boroughs, Defra	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	From LLFA duties review
57	**Carry out an assessment of potential desilting and ditch clearing works.**	Understand maintenance needs and costs.	Boroughwide	N/A internal study	Council budget LLFA grant	Short (6 months & ongoing)	London Borough of Havering	LLFA	Other asset owners	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	FRMP2
58	**Invest in main rivers and watercourses by seeking biodiversity and natural flood management opportunities and employ a risk-based maintenance approach in the Borough.**	Linked to previous NFM measure ('Develop a prioritised 5-year programme of Natural Flood Management (NFM) projects across the borough'). Once the programme is in place, NFM projects can be implemented.	Boroughwide	Variable from £25,000 to £100,000 depending on the project	LLFA grant TRFCC Grant in Aid and Levy funding	Long (3 - 15 years)	London Borough of Havering	LLFA	Other RMAs and interested stakeholders	A3	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	FRMP2
59	**Manage and reduce flood risk by having a risk-based maintenance regime that prioritises critical flooding locations.**	Linked to previous measures ('Increased asset monitoring and clearance', 'Develop systematic maintenance regime of watercourse and its assets within the area' and 'Carry out an assessment of potential desilting and ditch clearing works')	Boroughwide	Current annual budget is £80K	Council maintenance budgets Service area revenue budgets Maintenance budgets will need to be substantially increased to accommodate rising contractor costs, deficiency of previous funding & higher risks of flooding due to climate change & urbanisation.	Medium (1 - 3 years)	London Borough of Havering	LLFA	Other flood risk and drainage asset owners (TfL, EA, Water Companies, National Highways, Network rail, etc).	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measures
Skills Required												
60	**Devise a professional development plan to upskill officers involved with flood risk management.**	Understand what skills do the Council have and what skills are needed to produce a professional development plan.	Boroughwide	N/A (internal officer time and potentially training budget	LLFA grant Council training budget	Short (6 months & ongoing)	London Borough of Havering	LLFA	Different Council departments involved in LLFA duties discharge (Highways, Planning, Climate Change). External training providers.	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	New LFRMS Measures
61	**Ensure required skills and technical capability to deliver SMWP actions and the LLFA duties and powers in line with the resources available.**	Upskill staff when needed and work with other RMAs and relevant stakeholders. Attendance to relevant training offered by others including the Thames Flood Advisors (part of the TRFCC).	Boroughwide	N/A (internal officer time and potentially training budget	LLFA grant Council training budget	Medium (1 - 3 years)	London Borough of Havering	LLFA	Different Council departments involved in LLFA duties discharge (Highways, Planning, Climate Change). External training providers.	A2	LBH Corporate Plan 2024-2027: Enabling a resident-focused and resilient Council	Previous SMWP

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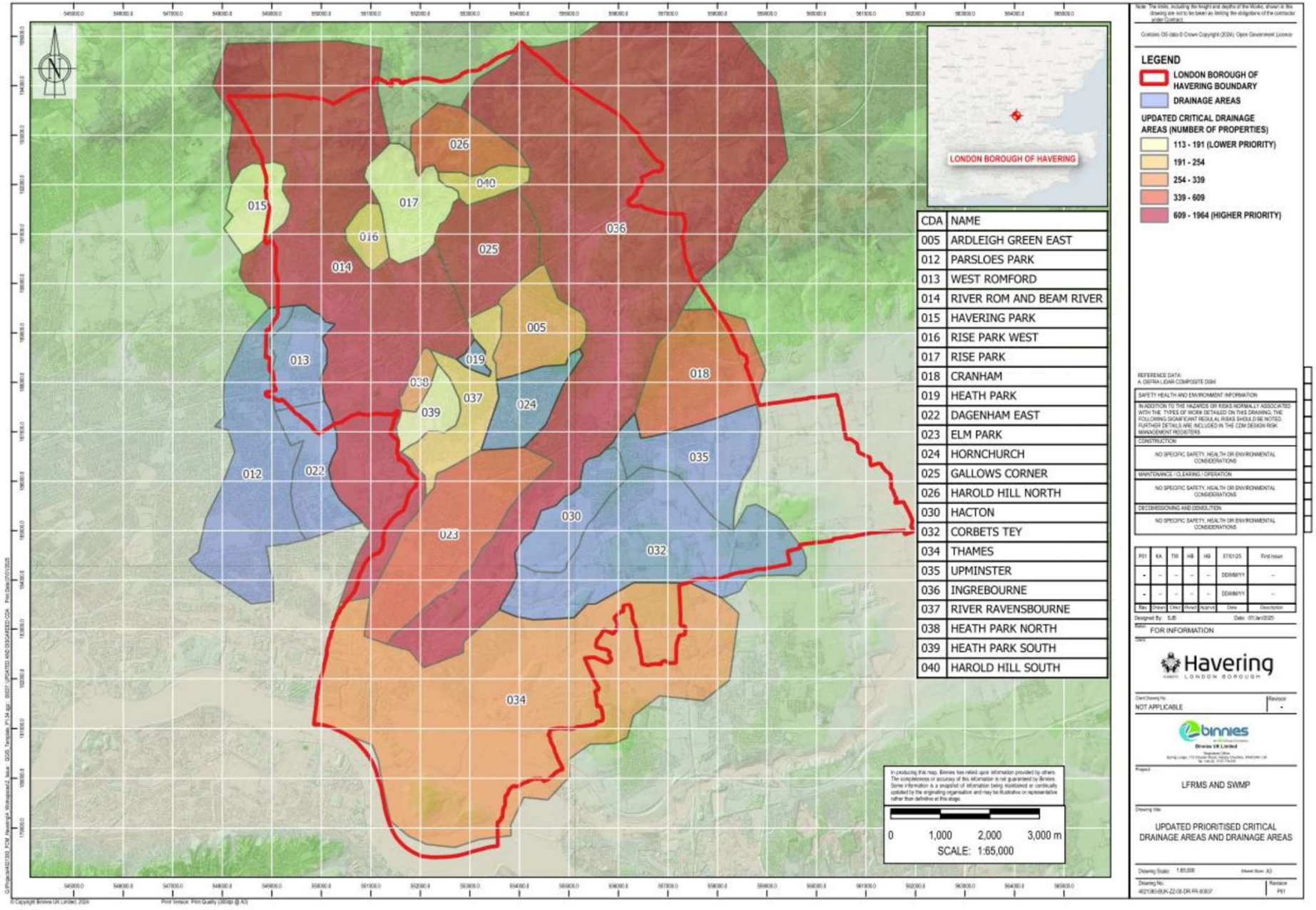
Appendix D - Map of Critical Drainage Areas



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LOCAL FLOOD RISK MANAGEMENT STRATEGY AND SURFACE WATER MANAGEMENT PLAN CONSULTATION REPORT

Project no. 4021383

Prepared for:

London Borough of Havering

Date: April 2025

Enhancing lives, communities and the environment

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1. Introduction

Binnies were commissioned by the London Borough of Havering (LBH) Lead Local Flood Authority (LLFA) team to support a review and update of the existing Local Flood Risk Management Strategy (LFRMS), Surface Water Management Plan (SWMP), supporting Action Plan, and the Council's implementation of the LLFA duties.

The LFRMS is a statutory document that sets out the Borough's local sources of flood risk and the Council's priorities and actions to address them. The Strategy considers other policies, strategies, and actions for LBH and other Risk Management Authorities (RMAs) such as the Environment Agency, Water Companies and Highways Authorities.

The SWMP is a non-statutory document prepared to understand surface water flood risk and its interaction with other sources of flooding. It is developed with local partners and includes an action plan with clear actions to manage flood risk locally. The SWMP provides robust information regarding surface water in Havering and supports the review of the LFRMS as an evidence base.

Both the LFRMS and the SWMP defined a set of actions and measures, which were combined into a detailed Action Plan. The Action Plan is split into two sections showing Boroughwide and Critical Drainage Areas (CDA) specific measures. The LFRMS, Action Plan and SWMP can be found on LBH's website. The figure below shows the process undertaken to update the LFRMS, SWMP and Action Plan.

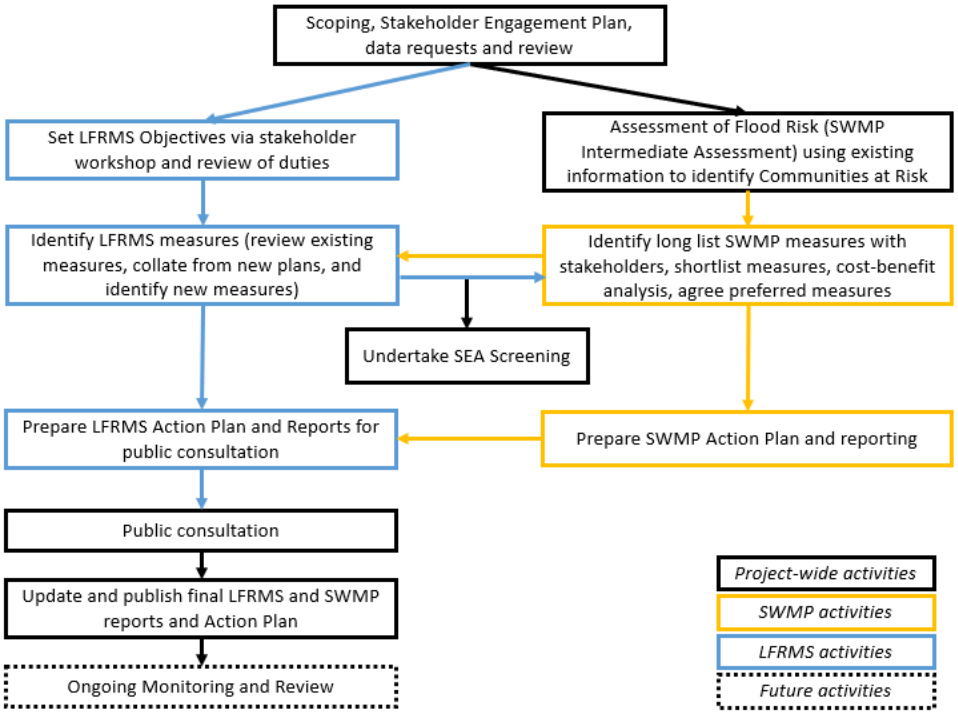


Figure 1-1: Activities completed to produce the LFRMS and SWMP

Public consultation on the LFRMS and Action plan ran from the 16th October 2024 until the 29th November 2024. The consultation requested views and comments from the public, RMAs, Councillors and other Stakeholders regarding flood risk priorities and measures. It also provided an opportunity for the Council to engage with residents and

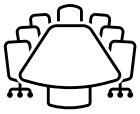
businesses and raise awareness of flood risk, responsibilities, funding and competing priorities.

This report provides information on the consultation methodology, responses, changes made and next steps.

LBH would like to share their appreciation for the members of the public and stakeholders who took the time to share their feedback on the documents. Their comments have helped to produce an informed and improved final LFRMS and Action Plan.

2. Consultation Methodology

The consultation methodology included:



Working with Stakeholders

Internal Councillor briefing

Online Consultation

2.1 Working with stakeholders

The review of the LFRMS and the SWMP was undertaken at the same time, so a Stakeholder Engagement Plan was developed to identify who would be affected by the outcomes of both documents. This enabled stakeholders to be engaged throughout the process. The Stakeholder Engagement Plan covers the individual stakeholder details, their interests in the project, what they would want from the project, what is expected from them and methods of communication.

The stakeholders involved in the review were:

- Thames Water
- Anglian Water
- Environment Agency
- LBH Lead Local Flood Authority
- LBH Planning
- LBH Emergency Planning
- LBH Highways
- LBH Parks and Environment
- LBH Lead Members

Two workshops were held with the key stakeholders to discuss how the council's priorities for managing flood risk aligned with the stakeholders' priorities. These discussions informed the development of the LFRMS Aims and Objectives. Also, new boroughwide measures (actions) were developed to identify how the council would meet the new LFRMS aims and objectives. Boroughwide measures will have an impact across the whole Borough. The new measures were included in the Action Plan, alongside measures developed as part of the SWMP update.

During the consultation, stakeholders were contacted to request their input to the online questionnaire.

2.2 Online Consultation

The online consultation for the draft LFRMS and Action Plan was published on the LBH website. The consultation page explained what the Strategy and Action Plan are, why the council was seeking responses to the consultation and links to the draft documents and where to locate flooding advice. The updated SWMP was also available online for those wishing to have more detailed information on local flood risk.

The consultation was shared through various methods to ensure it reached as many interested parties as possible. It was shared via email to internal and external stakeholders and councillors. The consultation was also publicised in the 'Living in Havering' newsletter on the 26th of October 2024. A summary piece was included in a later issue of the 'Living in Havering' newsletter on the 22nd of November 2024, towards the end of the consultation period. The consultation was

also promoted on social media platforms during November to encourage residents, businesses and other stakeholders to provide their views before the end of consultation.

2.3 Internal Councillor briefing

A councillor briefing was produced to support the Council's internal approval of the LFRMS and Action Plan for consultation. The briefing covered the following topics:

- What are the LFRMS and SWMP
- Why are they needed and why consultation is necessary
- Methodology of the review
- Development of the Action Plan
- Strategic Environmental Assessment
- Information on the consultation documents and process

The briefing was successful, not only by supporting LBH officers and councillors to agree and progress the public consultation, but also to increase awareness within the Council of local flood risk issues.

3. Consultation Responses

3.1 Online consultation responses

The online consultation received 48 responses. Of those, 44 (92%) responses were from the public and four (8%) were from other stakeholders, including the London Riverside Business Improvement District (BID) and the Roding, Beam and Ingrebourne (RBI) Catchment Partnership. The Environment Agency did not complete the online questionnaire but shared their response via email to the LLFA. Thames Water did not submit a formal response but participated actively in the stakeholder workshops during the review of the LFRMS and Action Plan.

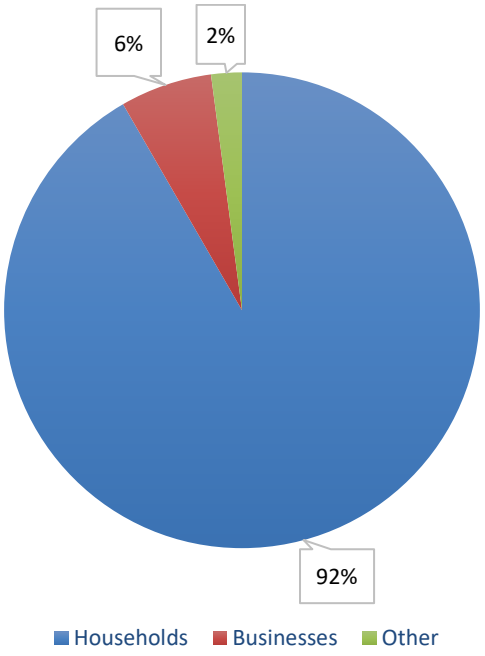


Figure 3-1: Types of stakeholder involvement in the online consultation.

The online questionnaire included questions covering different topics from awareness of local flood risk and emergency response to barriers to managing flooding. The questionnaire also sought views on the Council's objectives for flood risk management, the LFRMS and the Action Plan. Some questions were open and others were multiple-choice. Consultees were also given opportunities throughout the questionnaire to provide other comments. Although 48 respondents answered the questionnaire, some did not respond to all the questions within the questionnaire.

3.2 Awareness of flood risk

Initial questions asked about the participants awareness, knowledge, and experience of flooding in LBH:

1. Are you aware of flood risks in the London Borough of Havering?
2. Have you been affected by flooding, either directly or indirectly?
3. On a scale of 1 to 5, how concerned are you about the potential for flooding in our community? (1 = not concerned, 5 = very concerned)

Are you aware of flood risks in the London Borough of Havering?

88% of participants responded that they were aware and 12% of participants said that they were not aware of flooding in LBH, as shown in Figure 3-2. The additional comments supplied for this question show that most participants were aware of flooding either because they or their neighbours had experienced flooding or because of their proximity to a watercourse. It is expected that those who were flooded in the past are more likely to respond to this consultation as they would be more aware of the risks and consequences.

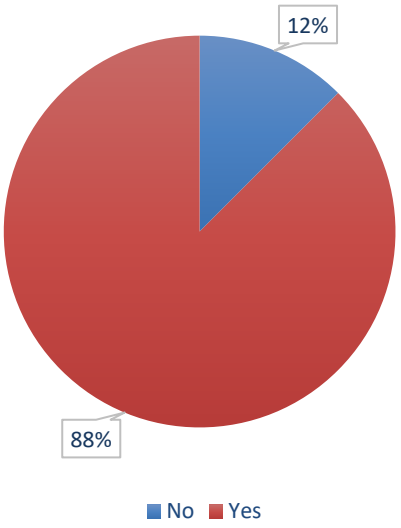


Figure 3-2: Responses to 'are you aware of flood risks in the London Borough of Havering?'

Have you been affected by flooding, either directly or indirectly?

30% of participants were aware of flooding occurring in the borough, 28% of participants were aware of flooding in their community and 21% of participants had experienced flooding to their property, as shown in Figure 3-3. The additional comments provided details of the participants' experience of flooding, mainly to their own properties.

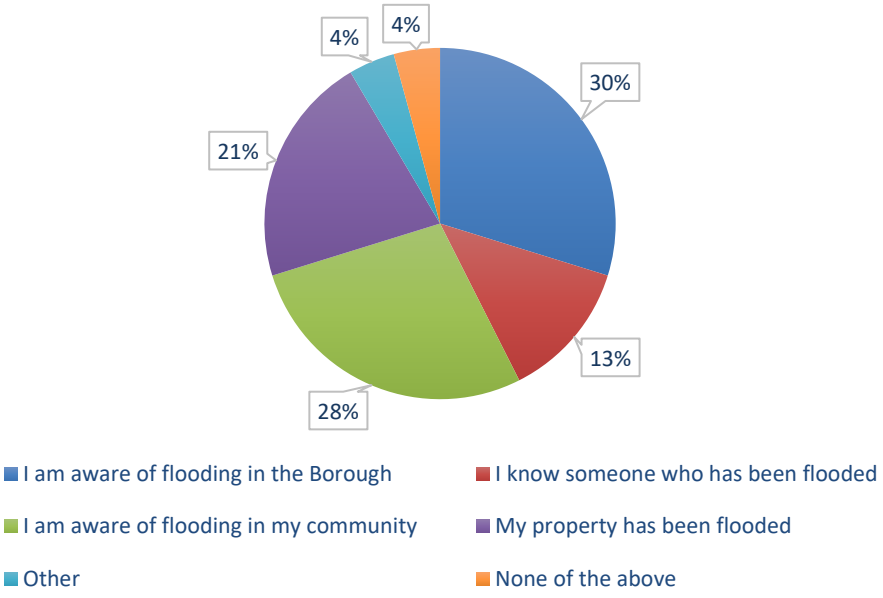


Figure 3-3: Responses to 'have you been affected by flooding, either directly or indirectly?

On a scale of 1 to 5, how concerned are you about the potential for flooding in our community? (1 = not concerned, 5 = very concerned)

The majority of the participants were very concerned about flooding in their community as shown in Figure 3-4. 69% of the participants rated their concern as 5 (highest degree of concern) and 16% of participants rated it as 4. Only 15% of participants rated it as 1-3 (lower concern). The additional comments for this question referred to concerns regarding flood management, drainage maintenance, climate change, the location of their properties and impacts of housing development.

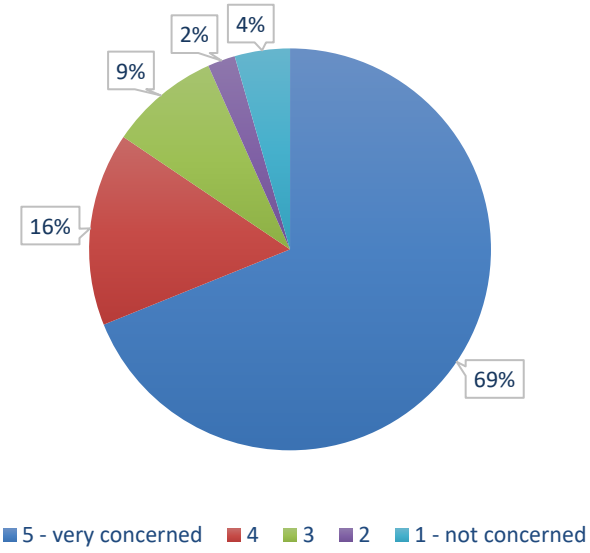


Figure 3-4: Responses to 'on a scale of 1 to 5, how concerned are you about the potential for flooding in our community?'

3.3 Response to flooding

Some of the questions asked participants about who to contact during a flooding and how to manage personal and community's risk:

1. If there was a risk of immediate flooding, what would you do to access an emergency response?
2. What steps have you already taken to manage your personal risk of flooding?
3. What steps would you consider taking to reduce the wider risk of flooding in the Borough?

If there was a risk of immediate flooding, what would you do to access an emergency response?

Figure 3-5 shows most participants (35%) would contact three emergency responders: the Environment Agency, the Council and the emergency services. Out of the 40% of participants who selected a single contact, 23% would contact the emergency services, 11% the Environment Agency and the Council. 17% did not know who to contact during an emergency.

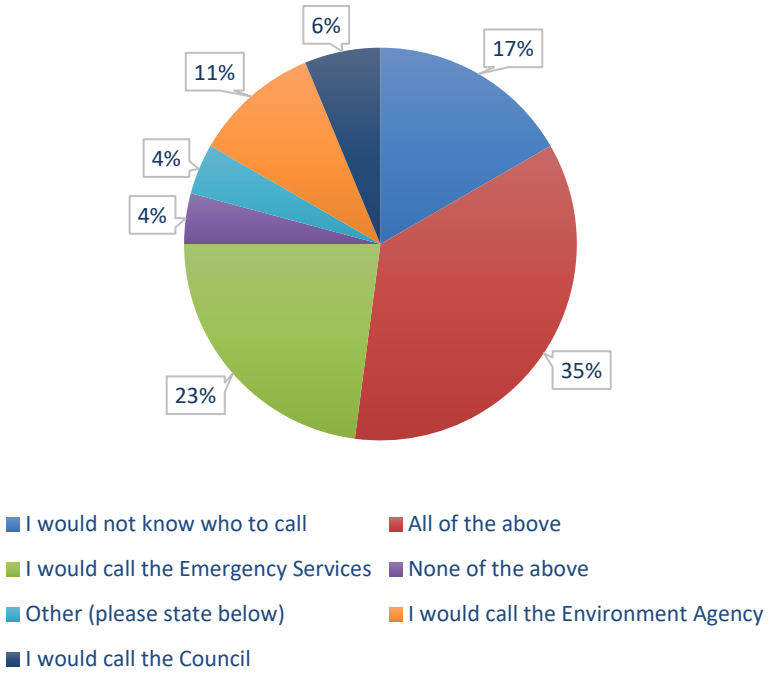


Figure 3-5: Responses to If there was a risk of immediate flooding, what would you do to access an emergency response?

What steps have you already taken to manage your personal risk of flooding?

Figure 3-6 shows the number of participants who took various steps to manage their personal flood risk. The most common step was looking at their own property drainage (21 participants). Other frequent actions included signing up for flood warnings, checking building/contents insurance for flood cover, installing a water butt and adding more plants. Other measures described in the additional comments included:

- Armoured electric cables
- Removing impermeable surfaces
- Emergency drain rods
- Flood barriers
- Using private companies to clear drains
- Soakaways

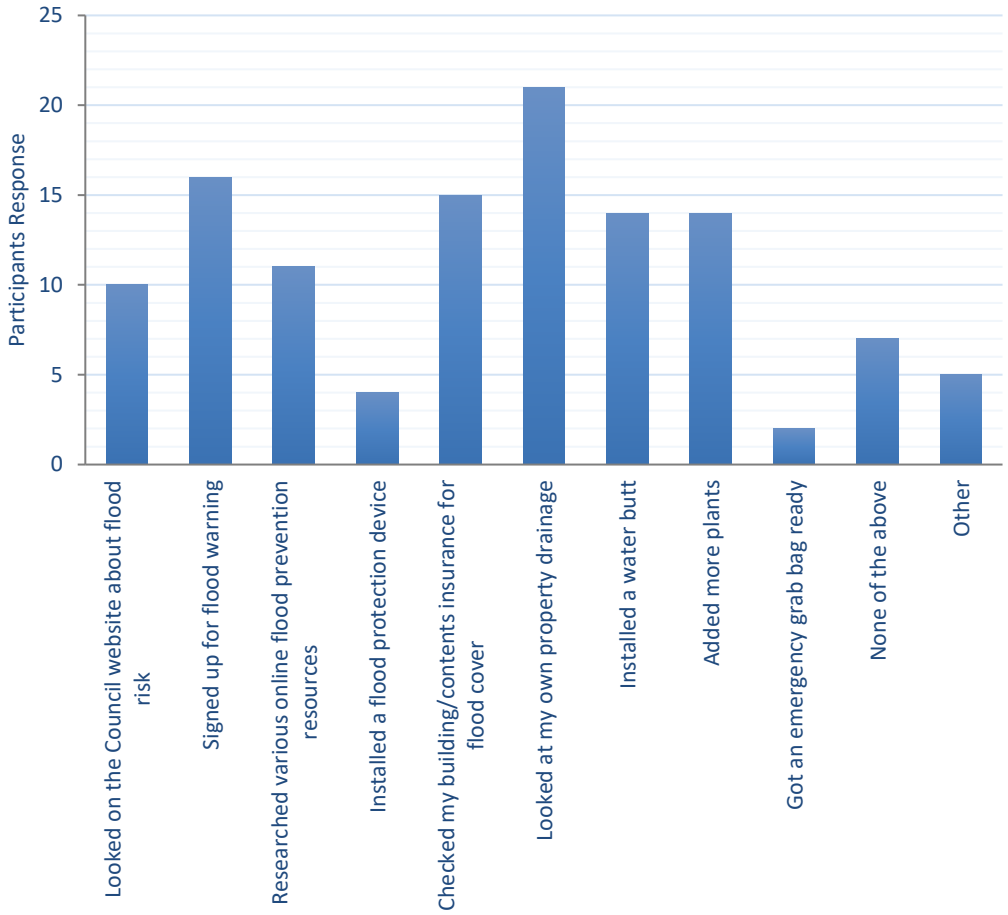


Figure 3-6: Responses 'if there was a risk of immediate flooding, what would you do to access an emergency response?'

What steps would you consider taking to reduce the wider risk of flooding in the Borough?

Figure 3-7 shows the suggested steps that the participants would consider taking to reduce the wider risk of flooding in the borough. The steps that most participants would consider were sharing information with a neighbour or friend and installing a water butt or planter. The option least chosen was becoming a flood warden for the local area, with only 5 participants selecting this response. 12 responders would not consider any of the proposed measures and 7 responders selected that they would take other steps to reduce flooding in the borough. The other steps provided in the additional comments:

- Act as flood warden for a business community
- Planting in greenspaces
- Share information with Business Improvement District (BID) members about what they can do and what is being done by the council and other agencies
- Redeveloping gardens to increase drainage

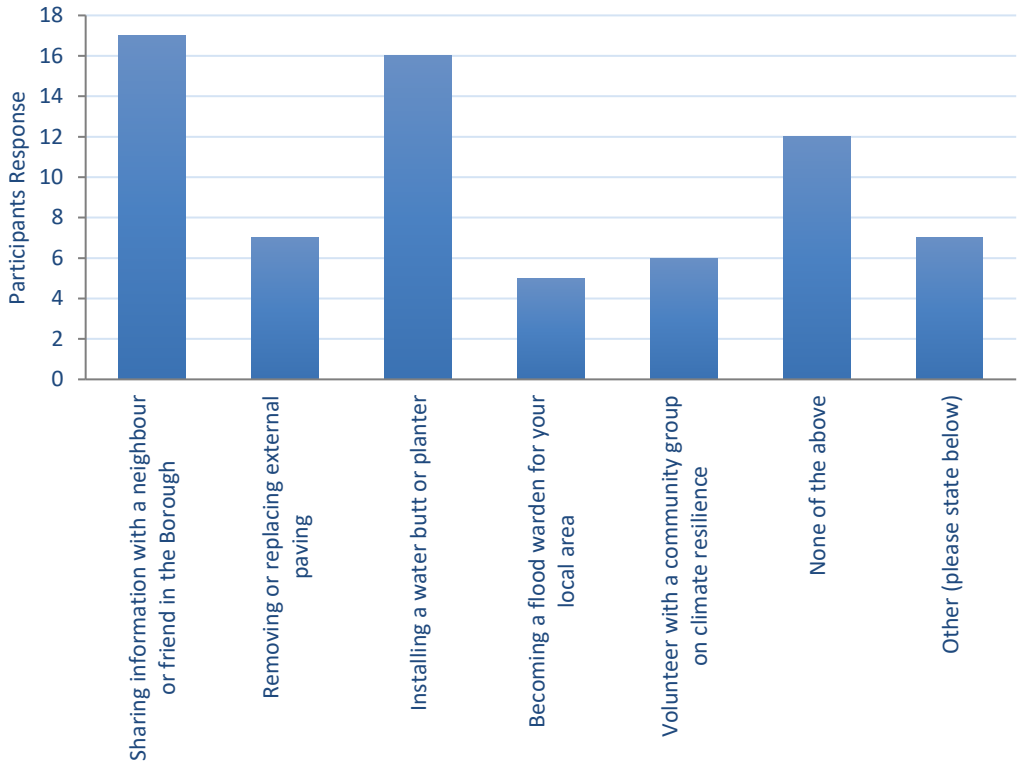


Figure 3-7: Responses to 'what steps would you consider taking to reduce the wider risk of flooding'.

3.4 Barriers to managing flooding

What are the main barriers you face to be able to take steps to manage flooding?

In this multiple-choice question, the main barriers selected by participants were 'I don't have the information I need' (14 participants) and 'I need more technical assistance' (12 participants). The barrier least chosen was 'I don't have enough time' (5 participants). Eight of the responders considered that there were no barriers to take steps to manage flood risk. There were many other barriers raised including:

- Funding from the Council
- How information is shared within LBH
- Government action at local level
- Age of the participant
- Physical ability

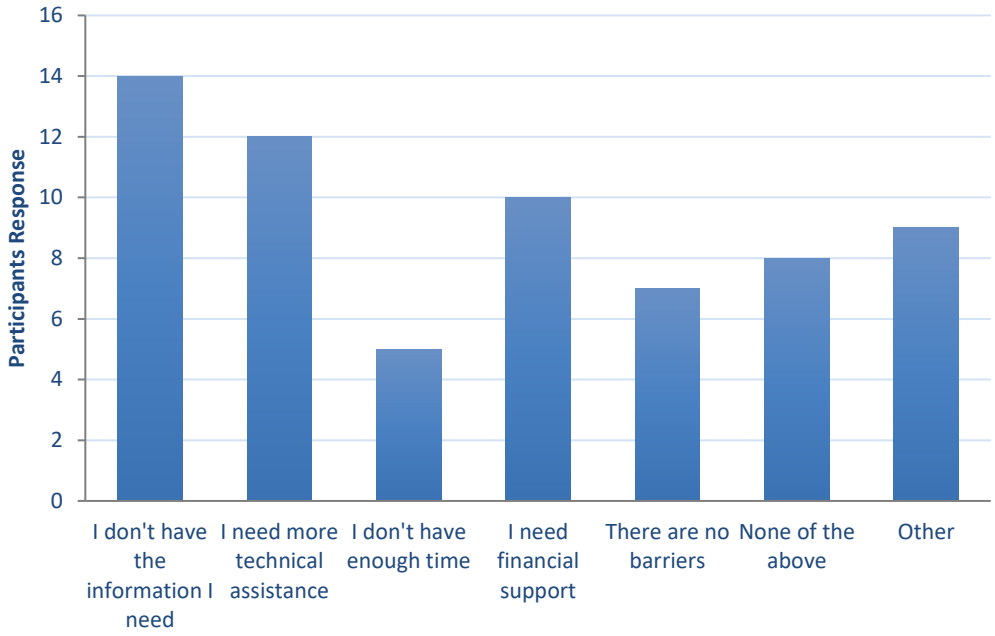


Figure 3-8: Responses to 'What are the main barriers you have to be able to take steps to manage flood risk?'

3.5 Objectives

Participants were provided with a list of the proposed LFRMS Objectives. The following questions asked participants to consider the Strategy's objectives in relation to issues such as flood risk information, resources, community engagement, the Council role in flood risk, etc:

1. Thinking about these objectives, do you think there is a need for more public education on flood risks and preparedness?
2. What kind of flood-related information or resources would you find most helpful?
3. How can we best engage with residents and the wider community to raise awareness and encourage flood preparedness?
4. Thinking about these objectives, do you understand the roles that different organisations (such as the Council, the Environment Agency and Thames Water) have to manage different sources of flooding and drainage issues in the Borough?
5. Before responding to this survey today, did you know about the role the Council has in managing flooding?
6. Are you aware of the flood risk management plans from other organisations, such as the Environment Agency and/or Thames Water?
7. Are you aware of any local initiatives or organisations working to address flood risk?
8. Thinking about these objectives, do you believe the current drainage infrastructure in our area is adequate?
9. Would you support the use of sustainable drainage solutions (e.g. permeable paving, green infrastructure) in the Borough to reduce flood risk?
10. Are you willing to adopt sustainable drainage on your property or premises to contribute to flood risk reduction?

Thinking about these objectives, do you think there is a need for more public education on flood risks and preparedness?

Figure 3-9 shows that the vast majority (81%) of participants thought that there was a need for more public education on flood risks and preparedness. The additional comments stated that

education on flood risk and preparedness should be focused on those residents and businesses in vulnerable areas.

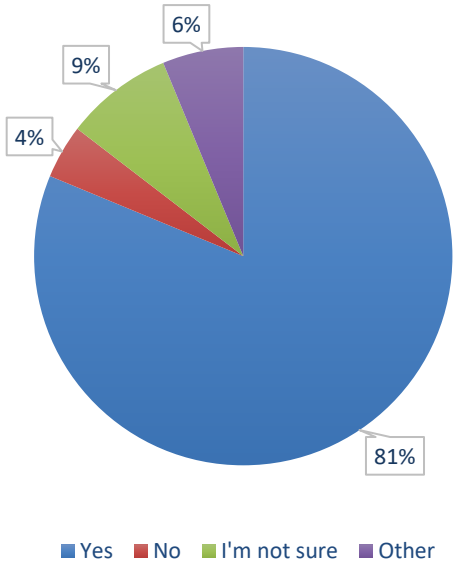


Figure 3-9: Responses to 'Thinking about these objectives, do you think there is a need for more public education on flood risks and preparedness?'

What kind of flood-related information or resources would you find the most helpful?

The participants suggested a range of methods of how flood information should be shared to both residents and businesses in LBH. The methods included printed leaflets, social media posts, emails and text messages. The responders also suggested what information they would find beneficial. This covered:

- The impacts and causes of flooding
- Guidance on how to reduce the impacts of flooding to homes and businesses
- Information of the maintenance being carried out in LBH
- Who to contact in an emergency
- Identified areas which are at high risk of flooding

How can we best engage with residents and the wider community to raise awareness and encourage flood preparedness?

Participants suggested a variety of methods to engage with residents, including:

- Leaflets through doors
- Online sources including social media posts and information on LBH webpages
- Newspapers
- Signage in areas at risk
- Flood wardens
- Working in partnership with London Riverside BID and Roding, Beam and Ingrebourne catchment
- Talking to residents and community meetings
- Notice boards in community areas

There were also topics that the participants believed should be shared to raise awareness and encourage flood preparedness, including:

- Advice on how to prepare your home
- Importance on reporting blocked drains
- Information on what to do in an emergency

- Directions to where to find information
- Share importance on keeping streets clean
- Inform who is at risk of flooding

Thinking about these objectives, do you understand the roles that different organisations (such as the Council, the Environment Agency, and Thames Water) have to manage different sources of flooding and drainage issues in the Borough?

About half of the participants understood the roles of different organisations as shown in Figure 3-10. 20% of the participants did not understand the roles and 24% were not sure. Additional comments asked for more clarity and information about which organisation is responsible for each flooding issue.

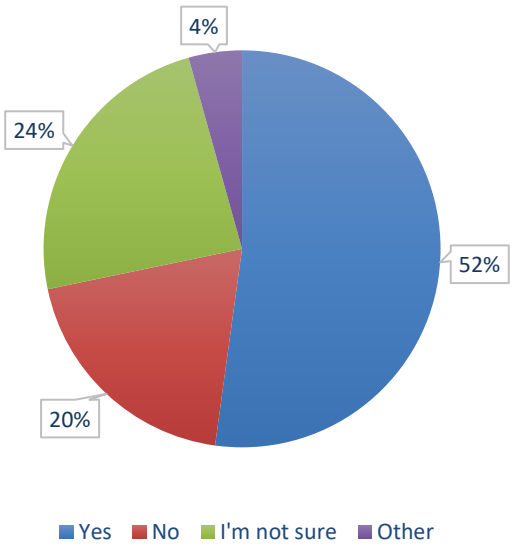


Figure 3-10: Response to 'Thinking about these objectives, do you understand the roles that different organisations (such as the Council, the Environment Agency and Thames Water) have to manage different sources of flooding and drainage issues in the Borough?'

Before responding to this survey today, did you know about the role the Council has in managing flooding?

There was an equal split between participants who did and did not know about the role that the Council has, as shown in Figure 3-11 and 12% were not sure. The additional comments provided highlighted that participants understood the general role of the Council but did not know the details.

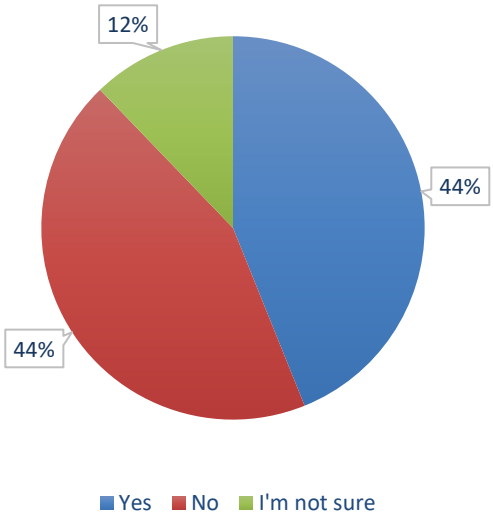


Figure 3-11: Responses to 'Before responding to this survey today, did you know about the role the Council has in managing flooding?'

Are you aware of the flood risk management plans from other organisations, such as the Environment Agency and/or Thames Water?

64% of the participants were not aware of flood risk management plans from the Environment Agency and Thames Water, as shown in Figure 3-12. Only 23% of the participants were aware of the flood risk management plans.

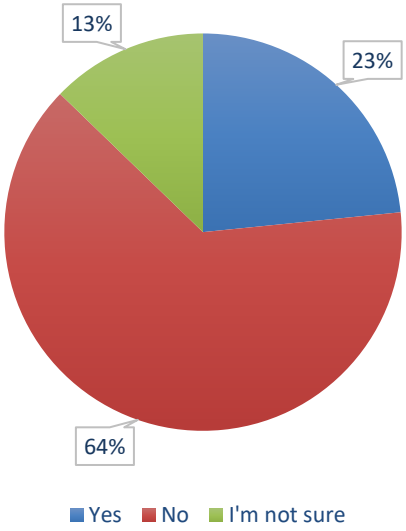


Figure 3-12: Responses to 'Are you aware of flood risk management plans from other organisations, such as the Environment Agency and/or Thames Water?'

Are you aware of any local initiatives or organisations working to address flood risk?

As shown in Figure 3-13, most of the participants (68%) were not aware of any local initiatives or organisations working to address flood risk. 17% of participants were aware. The additional comments named organisations that were working to address flood risk such as Thames 21 and Thames Chase Trust. It was also highlighted that the Council should communicate this information.

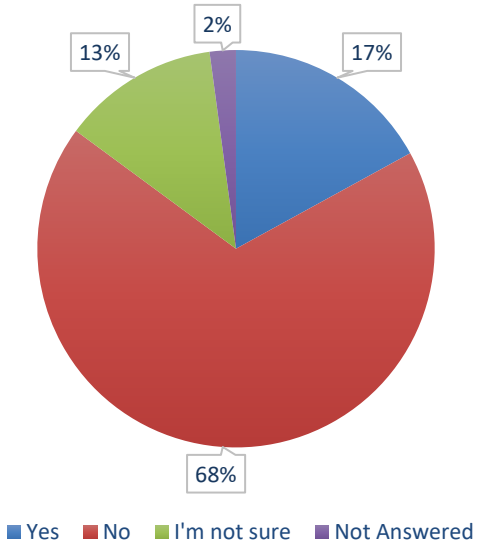


Figure 3-13: Responses to 'Are you aware of any local initiatives or organisations working to address flood risk?'

Thinking about these objectives, do you believe the current drainage infrastructure in our area is adequate?

Figure 3-14 shows that most of the participants (83%) felt that the current drainage infrastructure was not adequate. Only 6% felt that the drainage infrastructure was adequate. The additional comments identified significant drainage issues, mainly in relation with maintenance of gullies to prevent blockages.

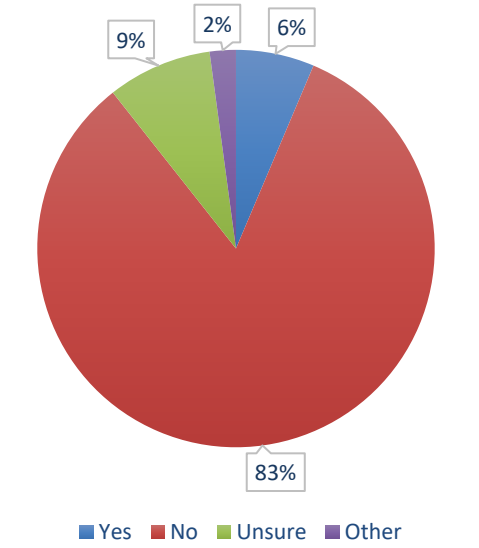


Figure 3-14: Responses to 'Thinking about these objectives, do you believe the current drainage infrastructure in our area is adequate?'

Would you support the use of sustainable drainage solutions (e.g. permeable paving, green infrastructure) in the Borough to reduce flood risk?

The use of sustainable drainage solutions was widely supported by the participants, with 83% agreeing (see Figure 3-15 below). Only 2% (1 participant) did not support its use and 9% of were not sure. The two main comments were that new developments should have sustainable drainage implemented as standard and that any drainage should be properly maintained.

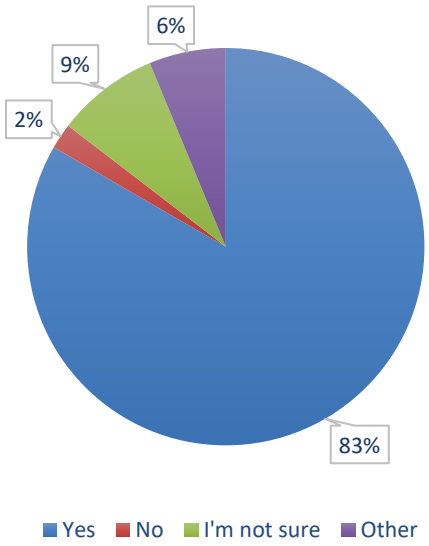


Figure 3-15: Responses to 'Would you support the use of sustainable drainage solutions (e.g. permeable paving, green infrastructure) in the Borough to reduce flood risk?'

Are you willing to adopt sustainable drainage on your property or premises to contribute to flood risk reduction?

Over half of the participants would be willing to adopt sustainable drainage on their property, as seen in Figure 3-16. 10% were not willing, 19% unsure, and 15% chose 'other'. Most participants who elected 'I'm not sure' would have liked to have more information before deciding if they would adopt sustainable drainage to their properties. Additional comments voiced concerns about the costs associated.

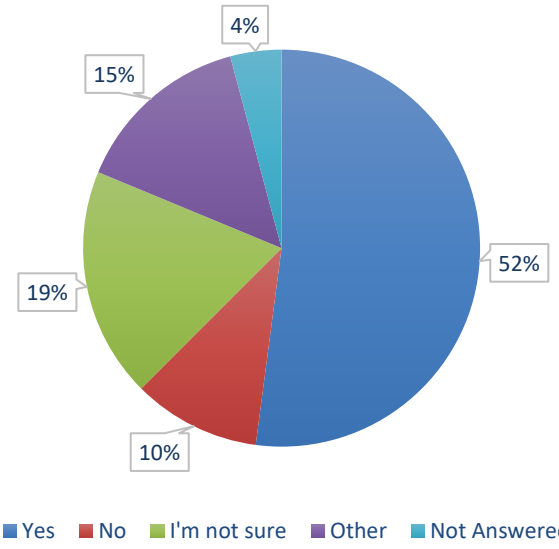


Figure 3-16: Response to 'Are you willing to adopt sustainable drainage on your property or premises to contribute to flood risk reduction?'

3.6 Strategy

The Strategy questions were about the participants understanding, views and suggestions about the LFRMS:

1. Do you understand what the Strategy is about and why it has been done?

2. Now considering the Strategy as a whole, what are your thoughts on the proposed Local Flood Risk Management Strategy? Are there specific aspects you support or have concerns about?
3. What additional evidence would you like to see developed or published?
4. Do you have any suggestions or recommendations for improving the Strategy?

Do you understand what the Strategy is about and why it has been done?

Just over half (53%) of the participants understood, 15% did not understand and 21% were not sure if they understood, as shown in Figure 3-17. The additional comments raised concerns about how the council was going to action the Strategy and about future development in the borough.

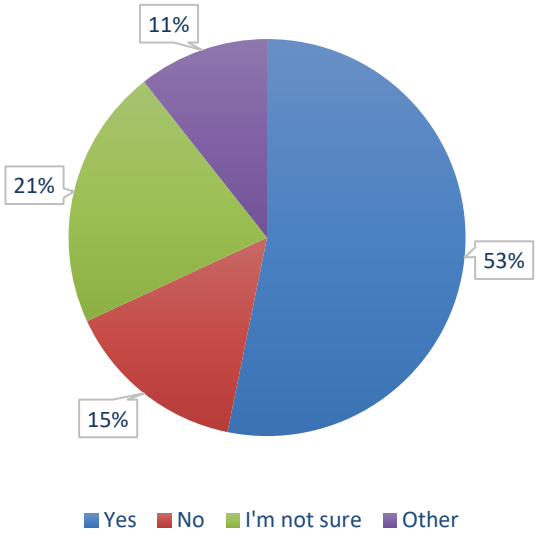


Figure 3-17: Responses to 'Do you understand what the Strategy is about and why it has been done?'

Now considering the Strategy as a whole, what are your thoughts on the proposed Local Flood Risk Management Strategy? Are there specific aspects you support or have concerns about?

The main themes raised by the 48 participants in this question were:

Support

- Understanding of why the Strategy is needed in the borough

Concerns

- How implementing actions will be funded
- Practicality of the actions
- Impacts to businesses
- How new developments will impact flood risk
- Limited partnership working
- Maintenance of gullies

What additional evidence would you like to see developed or published?

There was a variety of suggestions for additional evidence that the participants wanted in the Strategy, including:

- Statistics on flooding
- Information on gully maintenance
- How the Strategy aligns with wider London

- Areas of flood risk
- What actions will be implemented and who is responsible
- What is already being done within Havering
- Nature based solutions
- Yearly updates published about progress

The additional evidence suggested is either already included in the SWMP, the LFRMS and the Action Plan, or will be developed as part of delivery of the Action Plan – please refer to section 4 below.

Do you have any suggestions or recommendations for improving the Strategy?

There were various suggestions and recommendations for improving the Strategy. The most common themes included:

- To be made more user friendly and simplified
- Include nature-based solutions
- To be organised into local areas
- To include collaborative working

3.7 Action Plan

The Action Plan consultation questions asked for the participants' views on the ambitions of the actions and what they thought could be included in the Action Plan. The questions were:

1. Considering the Action Plan, how do you feel about the ambition of the actions?
2. Are there any actions you feel are missing from the Action Plan?

Considering the Action Plan, how do you feel about the ambition of the actions?

As shown in Figure 3-18, most participants (45%) felt that the actions were not ambitious enough. 23% were not sure, 21% were happy with the ambition and 11% felt they were too ambitious. There was various views and concerns shared in the additional comments, including:

- The need for more focus on flood defences
- Concerns about how these actions would be funded
- More focus on nature-based solutions

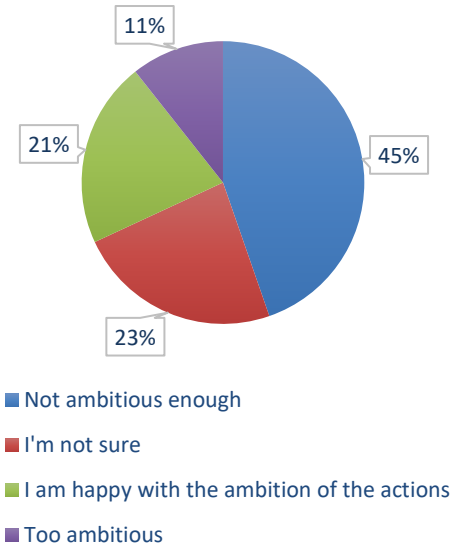


Figure 3-18: Responses to 'Considering the Action Plan, how do you feel about the ambition of the actions?'

Are there any actions you feel are missing from the Action Plan?

The actions which the participants thought were missing from the action plan included:

- Nature-based solutions
- Collaborative working
- Scheme to help homeowners implement measures on their properties
- Community involvement

4. Consultation Summary – You Said, We Did

This section focuses on the main issues raised by the respondents and how they have been addressed in the Strategy and Action Plan.

The issues raised can be grouped in the themes shown in the table below.

Table 4-1: Main themes and issues raised at consultation

Themes	Issues
Flood risk information	• Practical information • Flooding events • Stakeholder • Water quality • CDA names • Business Community • Links with wider London priorities
Flood risk measures	• Measures at property level • Green infrastructure • Prioritising measures • Funding
Assets	• Asset management • Asset information
New development	• Impact of new development on flood risk • Impermeable surfaces

4.1 Flood risk information

Practical information and how to improve the Strategy

Section 3.6 above includes suggestions for additional evidence in the Strategy, including:

- Statistics on flooding
- Information on gully maintenance
- How the Strategy aligns with wider London
- Areas of flood risk
- What actions will be implemented and who is responsible
- What is already being done within Havering
- Nature-based solutions
- Yearly updates published about progress

There were also recommendations on how to improve the Strategy, including:

- To be made more user friendly and simplified
- To be organised into local areas
- To include collaborative working

More concise and practical information was requested, specifically a summary of flood risk in the borough, what to do and who to contact during a flood, house insurance, benefits of green infrastructure. Some respondents suggested sharing flooding information on the Havering News, which is delivered to residents and through social media.

The Council recognises the importance of concise and targeted flood risk information. Raising flood risk awareness is included in Objective A1 and measures 17 and 29 in the Action Plan. To

deliver these measures, the LBH website will be updated with a summary of flood risk to the borough, flood risk statistics and links to practical information on what to do during a flood and the need to ensure flood insurance is in place. In addition, more detailed flood risk information will be available once the Strategic Flood Risk Assessment is produced as a result of Local Plan Updates (refer to measure 22).

The rest of the suggestions are addressed in this section or have already been included in the Strategy and Action Plan. The table below shows where to find more information regarding suggestions for evidence or improvements on the Strategy raised at consultation.

Table 4-2: Suggestions or evidence improvements raised at consultation

Suggestions	Information available
Measures on the ground	• Gully maintenance – see section 4.3 below (asset maintenance) and Action Plan for information on asset maintenance including gullies • Nature-based solutions – see section 4.2 below (green infrastructure) and Action Plan • What is already being done in Havering – see Section 4.2 of the Strategy (LLFA Powers and Responsibilities) and Action Plan for ongoing measures
Working in Partnership	• What actions will be implemented and who is responsible – see the Action Plan ('Responsibility' and 'Other Stakeholders' columns) • Collaborative working – see section 5 of the Strategy which refers to stakeholder engagement undertaken to develop the Strategy • Alignment with wider London – see Links with wider London priorities in the section below
Simplify the Strategy	• Make it more user friendly and simplified – section 1 (Non-technical Summary) of the Strategy provides a summary of the Strategy • Organise it into local areas – local flood risk information is shown in the different Critical Drainage Areas (section 4.3 of the Strategy)
Yearly progress updates	• Information on monitoring is included in section 6 below and section 7.2 of the Strategy

Flooding events

14 respondents reported past flooding. Where sufficient information was provided by the respondents, these have been mapped (see Figure 4-1 below). However, the LBH historic flooding register could not be updated as the information provided by the respondents was not sufficient to accurately identify the source of flooding nor the location beyond postcode level.

For data protection reasons, the Council is unable to respond to individuals. However, if consultees would like to provide further information on records of historic flood incidents, please email the LLFA at: FloodAndWaterManagement@havering.gov.uk.

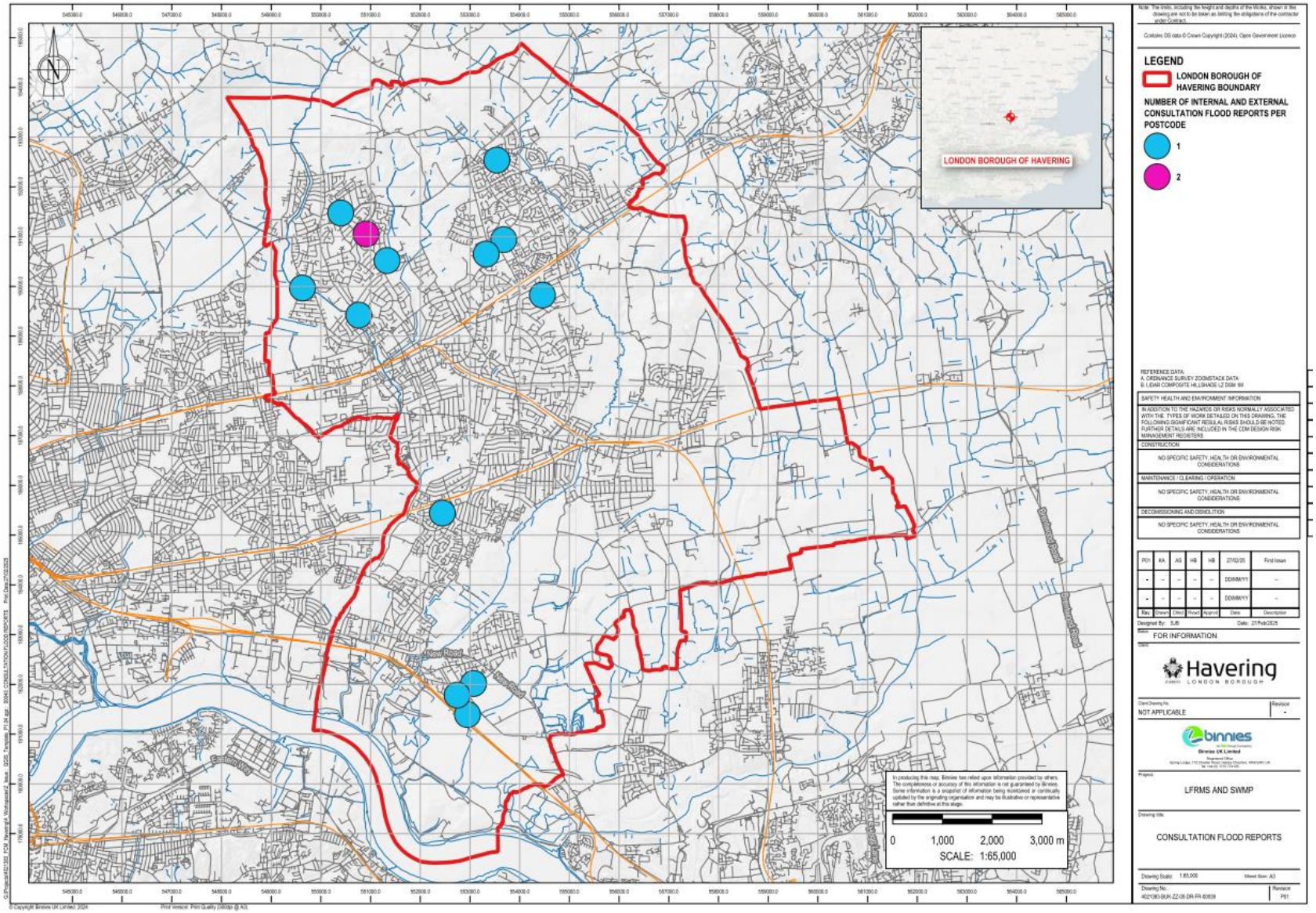


Figure 4-1: Historic Flooding events reported during consultation (not to scale)

Stakeholders

The LLFA cannot implement the LFRMS and Action Plan on its own. Close partnership with many stakeholders is needed.

Whilst the Council has worked with the Roding, Beam and Ingrebourne (RBI) Catchment Partnership in the past, the Catchment Partnership responded to the consultation to raise further awareness of their catchment plan. To address this, Table 4.2-2 of the LFRMS (Other Important Flood Risk Stakeholders' Powers and Responsibilities) has been updated include a reference to the RBI Catchment Partnership. A new boroughwide measure (number 40) has been added to the Action Plan under Objective A2 (Working with Others to Reduce Flood Risk). This new measure reads as follows: "Work with the Roding, Beam and Ingrebourne Catchment Partnership to implement flood risk measures on the ground and engage with the local community more effectively, supporting their catchment plan[1] and the Council's Local Flood Risk Management Strategy and Action Plan."

Some responses highlighted the importance of flood wardens to support the community. Flood wardens help raise awareness of flood risk and can improve community preparedness. Boroughwide measure number 31 already refers to empowering volunteers to undertake Flood Warden duties in the borough. The implementation of this measure has already started through training carried out by the Red Cross in December 2023. 12 Emergency Warden volunteers attended this training.

Working with the community and the creation of a community climate resilience group was suggested. The Council welcomes the suggestion and would be open to explore it further if residents are interested, which would support achieving Objective A3 of the LFRMS "To work with Local Resilience Forum partners and residents to improve our preparedness, resilience, and response to flood events". No amendments to the LFRMS or Action Plan are proposed in response.

Water Quality

The RBI Catchment Partnership highlighted the impact of highway runoff on river health. The Council agrees with this. In response, the LFRMS has been updated under 'Understanding Flood Risk/Surface Water Flooding' to read: "Surface water run-off from roads can detriment river health. The Road Pollution Solutions Tool[2] shows where nature-based solutions can intercept surface water outfalls to reduce road runoff pollution.

CDA names

The Environment Agency asked for the CDA numbering to be amended to avoid confusion. They suggested cross referencing with the CDA name. This issue was previously discussed and agreed in a stakeholder workshop. The CDA numbers from the previous SWMP have been maintained for consistency, as explained in section 3.5 of the LFRMS. However, to address this comment, the name of the CDAs will be included in the Location column of the Action Plan to increase readability.

[1] https://storymaps.arcgis.com/collections/c15bdf25036549dc936e88fbee4b92d8?item=2

[2] https://mapapps.bgs.ac.uk/road-pollution-solutions/

Business community

Some respondents considered that there was little consideration of surface water flooding around the large business community. Businesses are included under members of the public and other stakeholders in Objectives A1 and A2 of the Action Plan. Boroughwide measure 29 aims to raise flood insurance awareness for both residents and businesses.

To recognise the importance of the business community in Havering, measure 17 of the Action Plan has been updated to specifically refer to businesses: "Improve understanding of flood risk in the borough and raise public awareness, including sharing information on the measures that can be implemented at property/business level". Objective A1 has been amended to read: "To work with Local Resilience Forum partners, businesses and residents to improve our preparedness, resilience, and response to flood events".

Links with wider London priorities

A response from a Business Improvement District queried how the local strategy aligned with the wider London priorities. Section 4.1 of the LFRMS already includes tables showing the different legislative, policy and guidance drivers at national, regional and local level. It is recognised that new actions and priorities for London and Havering are likely to come from the London Surface Water Strategy[3] and Joint Thames Strategy refresh[4]. Therefore, Table 4.1-1 of the LFRMS (Regional flood risk management framework) has been updated to reference these strategies. The Council will review these strategies once they are published, to understand any implications and opportunities to address flood risk in the borough.

4.2 Flood risk measures

Measures at property level

Some respondents wanted flood barriers to be provided for homes at risk, with specific support for Council tenants. The importance of property level flood resilience is recognised in the Action Plan though CDA measure 8 (Property-level protection and resilience) and boroughwide measure 45 (Investigate scope to supply airbrick covers to the properties at risk (particularly those with thresholds at a level lower than road level)). To deliver these measures, the LLFA will work with Housing colleagues in the Council to investigate what support is feasible for properties at risk of flooding. Measure 17 of the Action Plan has been modified to read: "Improve understanding of flood risk in the borough and raise public awareness, including sharing information on the measures that can be implemented at property level".

Green infrastructure

Green infrastructure, Sustainable Drainage Systems (SuDS), and nature-based solutions were considered by many respondents as key in managing flood risk whist providing multiple benefits. The Council agree and have already included six CDA specific measures in the Action Plan (measures 1 to 5, 11), which refer to the implementation of green infrastructure. Boroughwide measure 34 relates to reviewing existing Planning Policy to ensure that local flood risk management is suitably linked to new development, in line with SuDS approval status. The retrofitting of SuDS is supported by measure 46 and measure 55 relates to preparedness for

[3] https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/climate-change/climate-adaptation/surface-water-flooding/londons-surface-water-strategy

[4] https://www.londonforum.org.uk/wp-content/uploads/2024/05/Rebecca-Law-slides-on-Law-Thames-Strategies-May2024.pdf

the SuDS Approval Body role should government decide to implement Schedule 3 of the Flood and Water Management Act 2010.

Prioritising measures

The RBI Catchment Partnership would like higher priority for measures such as urban river restoration, SuDS and reducing infiltration to surface water sewers. Section 6 of the LFRMS explains how the measures were shortlisted and prioritised using a multicriteria analysis followed by a cost benefit analysis, to show which measures are most viable within each Critical Drainage Area (CDA). Full details of the analysis undertaken can be found in the SWMP report. However, the Council supports the work of the RBI Catchment Partnership and will work closely with them to implement the Action Plan.

Funding

Funding of measures was raised as a concern by some respondents. Section 7 of the LFRMS already explains the different internal and external funding mechanisms available for the Council and other RMAs.

4.3 Assets

Asset maintenance

The importance of asset maintenance was raised by many respondents. Some suggested actions which could improve asset performance, including cleaning gullies and drains, fining people who litter, removal of litter, leaves and rubbish from watercourses and rivers, raising some bridges heights, adding earth barriers and stopping sewage overflows.

Flood risk assets are maintained by various asset owners. The Council works with the relevant RMAs such as the Environment Agency for main rivers and Thames Water for the sewerage system to ensure maintenance of their respective assets. The actions raised through responses to the consultation that are for other RMAs, will be reported directly to them. Improvements to assets, such as increasing the heights of bridges, would be considered as and when appropriate funding streams become available and should these prove technically and economically feasible.

Maintenance of gullies, drains and water infrastructure (including watercourses) is important and many maintenance measures are already included in the Action Plan to deliver Objective A2 (CDA measures 9, 10 and boroughwide measures 42, 51, 57 and 58). However, a specific reference to maintenance will be included in Objective A2: "To work with internal and external stakeholders to take a consistent and prioritised approach to manage drainage and flood risk assets in the Borough, with an emphasis on maintenance of existing drainage infrastructure, including watercourses".

Issues with litter and fallen leaves on gullies and drains can be reported by residents and businesses by calling 01708 434343 or through the Council Portal[5].

Asset Information

In many instances, the ownership of drainage and flood risk assets is not clear. Some respondents raised this in their comments and the RBI Catchment Partnership suggested

[5] https://portal.havering.gov.uk/Process-Streets-LitterBin-Location/?auth=none

developing an interactive asset map. One of the LLFAs duties is the maintenance of an asset register. Boroughwide measure 52 already refers to this duty: "Maintain the asset register and continue developing it, setting out the assets owned, maintained and managed by the LLFA and others". The LLFA will consider the suggestion of an interactive map as it continues to develop the asset register to deliver this action.

4.4 Impact of development

Impact of new development on flood risk

The potential negative impact of new development on flood risk was a concern for many respondents. For new development and infrastructure projects, the planning system addresses flood risk at planning application stage through flood risk assessments (when required) and specific planning conditions. The LFRMS and Action Plan already reflect the importance of working with the Local Planning Authority to address the impact of new development, as set out in Objective A3 (Making places flood resilient), CDA measures 5 and 6 and boroughwide measure 34.

Impermeable surfaces

Concerns were raised about the increase in impermeable surfaces in gardens, some linked to dropping the kerb to use front gardens for private car parking. The Council has a crossover policy which refers to the use of permeable surfaces and when the crossing needs planning permission. The Planning Portal includes information on paving front gardens[6] and the government has developed guidance on the use of permeable surfaces in front gardens[7]. Links to this information will be included in the Council's updated website. In addition, measure 49 of the Action Plan aims to reduce flooding on highways by adding drainage considerations to a checklist for scheme designs.

5. Summary of changes made as a result of the consultation

As explained in the sections above, many of the comments received were already addressed within the LFRMS and Action Plan. The LLFA considered all the feedback received and the following changes have been made to the LFRMS and the Action Plan as a result.

Changes to the LFRMS

Table 4.1-1: 'Regional flood risk management framework' includes new references to the London Surface Water Management Strategy and the Joint Thames Strategy refresh.

Table 4.2-2: 'Other Important Flood Risk Stakeholders' Powers and Responsibilities' now includes a reference to the RBI Catchment Partnership, their objectives, the opportunities it represents to support the implementation of the LFRMS and a link to their website.

New information has been added to 'Understanding Flood Risk/Surface Water Flooding' (page 19) explaining the impact of surface water run-off from roads on water quality.

Changes to the Action Plan

Measure 17 has been modified to include references to businesses and property level measures.

[6] https://www.planningportal.co.uk/permission/common-projects/paving-your-front-garden/planning-permission

[7] https://www.gov.uk/government/publications/permeable-surfacing-of-front-gardens-guidance

The names of the CDAs have been included in the Location column of the Action Plan for readability.

A new measure has been added to the Action Plan to reflect partnership working with the RBI Catchment Partnership and support for their catchment plan. This action will sit under LFRMS Objective A2 (Working with others to reduce flood risk) and be a new number 40 boroughwide measure (Partnership working) to read as follows: "Work with the Roding, Beam and Ingrebourne Catchment Partnership to implement flood risk measures on the ground and engage with the local community more effectively, supporting both their catchment plan and the Council's Local Flood Risk Management Strategy and Action Plan." The numbering of the subsequent Action Plan measures has been revised to account for the new measure added.

Changes to both LFRMS and the Action Plan

Objective A1 has been modified to include businesses and residents when working in partnership to improve our preparedness, resilience and response to flood events. Objective A2 has also been modified to add a specific reference to maintenance.

Further actions

Where relevant, suggestions in the responses have been shared with internal stakeholders (Housing and Planning Departments) and other RMAs (Thames Water and the Environment Agency). The Cabinet members have also been informed of the consultation feedback through the Key Decision Process.

The Council website will be updated to add further flood risk information as explained in section 4.1 of this report.

6. Next Steps

The LFRMS explains that the LLFA will carry out regular monitoring of the LFRMS. Although there are no set timeframes within which LFRMS' are required to be reviewed, the Council has agreed to review the Strategy within 6-years.

7. Glossary

BID – Business Improvement District

CDA – Critical Drainage Area

LBH – London Borough of Havering

LFRMS – Local Flood Risk Management Strategy

LLFA – Lead Local Flood Authority

RMA – Risk Management Authority

RBI – Roding, Beam and Ingrebourne

SuDS – Sustainable Drainage Systems

SWMP – Surface Water Management Plan

Havering
LONDON BOROUGH

CABINET

	11th March 2026
Subject Heading:	Active Travel Strategy Adoption
Cabinet Member:	Councillor Barry Mugglestone - Cabinet Member for Environment
ELT Lead:	Neil Stubbings - Strategic Director of Place
Report Author and contact details:	Gavin Wickens – Deputy Transport Planning Team Leader Transport Planning gavin.wickens@havering.gov.uk
Policy context:	London Plan, 2021 Mayors Transport Strategy 2018 LBH Local Plan 2021 LBH Local Implementation Plan 2019
Financial summary:	The report indicates that funding for the infrastructure measures outlined in this strategy will be funded through external sources, including Transport for London's Local Implementation Plan funding, S106 contributions, external grant funding. and potentially bids submitted to the Community Infrastructure Levy (CIL).
Is this a Key Decision?	Yes (c) Significant effect on two or more Wards
When should this matter be reviewed?	Annually
Reviewing OSC:	Place

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

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

SUMMARY

The Council has developed an Active Travel Strategy for the borough setting out the Council's long-term vision for providing residents with opportunities for travel within the borough sustainably, should they choose to do so.

The strategy proposes a coordinated, ambitious approach to making active travel a realistic and attractive choice for everyone in Havering. It combines infrastructure improvements, behaviour change initiatives, and policy alignment to deliver measurable benefits for health, environment, economy, and community life.

Purpose and Vision

The strategy sets out a 15-year plan to transform travel in Havering by making walking, cycling, and public transport the preferred modes for everyday journeys. It aims to address challenges such as traffic congestion, air pollution, and health inequalities, while supporting economic vitality and community wellbeing. The vision is for Havering's residents, businesses, and visitors to be less dependent on cars and to benefit from a healthier, more sustainable environment.

Key Proposals

To achieve its vision by 2041, measures will be delivered in three key areas:

- Physical measures: Creating an active travel network, mobility hubs, and upgraded travel information.
- Supporting measures: Traffic management, data collection, and policy and design guidance.
- Soft measures: Encouraging behaviour change, engagement, and facilitating access to cycles and micro-mobility.

The Havering Active Travel Strategy has been developed collaborating with key internal and external stakeholders. Workshops have given the Council a greater understanding of stakeholder needs and priorities which has helped identify emerging plans across the borough.

This strategy aligns with the latest regional and national objectives and has been tailored to Havering's unique context.

Delivery and Monitoring

A detailed action plan sets out specific measures, timeframes, and policy alignments across seven themes (infrastructure, engagement, funding, policy, traffic management, information, and micromobility).

Progress will be reported back on an annual basis to the Council's Place Overview and Scrutiny Committee (OSC).

RECOMMENDATIONS

1. To approve the active travel principles and measures set out within the active travel strategy for implementation in Havering, throughout the period between 2026 and 2041.

2. To agree to the adoption of the Active Travel Strategy

REPORT DETAIL

Background

1. A key component of the Mayor's Transport Strategy is its modal shift target, for 80% of Londoners to be travelling by foot, bike or public transport by 2041. The Council, through its adopted Local Implementation Plan has a local target for 65% of residents to be travelling by foot, bike or public transport by 2041.

2. The introduction of an Active Travel Strategy for the borough will make a valuable contribution to achieving this target setting out the Council's long-term vision for active travel.

3. The Havering Active Travel Strategy outlines a comprehensive approach to enhancing streets, paths, and spaces for walking, wheeling, and cycling in the borough. This strategy aims to provide viable alternatives to car, van, and truck use, ensuring residents and workers are not compelled to rely on motor vehicles due to a lack of suitable options.

4. The strategy offers guidelines for the planning, delivery, and maintenance of active travel schemes. It seeks to improve social, environmental, and economic conditions in the borough by making active travel, particularly to and from urban centres, more accessible.

5. This document presents the Council's vision for active travel in Havering over the next 15 years, including comprehensive goals, current initiatives, thematic areas of action, and delivery approach.

Strategy Development and Consultation

6. The Havering Active Travel Strategy has been developed collaborating with key internal and external stakeholders. A series of workshops were held to gain a greater understanding of stakeholder needs and priorities, which has helped identify emerging priorities and plans across the borough.

7. A consultation took place on the draft Strategy between 23 October and 6 December 2024 engaging residents, schools, stakeholders and interest groups.

8. To gain an understanding of views from a broader demographic of residents, it was decided to undertake a main consultation aimed at adults, and a separate consultation aimed at younger people. In total, 145 adult responses and 220 responses from children and young people were received, alongside stakeholder emails and other feedback. The consultation included closed questions (to capture overall support, participation in active travel and demographics) as well as opportunities to provide more broader comments on particular topics within the draft strategy.

9. Both consultations were published on the Havering Citizen Space website and published through the Council's social media channels. In respect of the *Children and Young People's* consultation, schools were contacted to make them aware that the consultation was available, and Officers took the opportunity to raise awareness through normal school engagement activities.

10. Key findings from the main Consultation included:

- 79 people (55%) said they walk every day, with 9 people (6.5%) saying that they don't walk.
- A 20-minute walk was the most popular (28%), followed by walking up to an hour (21%).
- 84 people (58%) said that they didn't own a bike, and 58 people (40%) said they did, however, 96 people said that they do not cycle (66.5%).
- 6 people (4%) cycle to work and 45 people (31%) cycle for recreation.
- 60 people (41.5%) said they supported Havering's Active Travel strategy and what we are trying to achieve, whereas 38 people (26.5%) did not support it, and 47 people (32%) were unsure.
- Most respondents (63%) supported the measures and initiatives that the Council has been delivering in recent years to support walking and cycling in the borough, however, 42 people (29%) did not.
- 71 people (49%) agreed with the strategy's vision and goals, with 49 people (34%) not agreeing.
- 54 people said the strategy did not reflect their own vision for Havering, whilst 49 said it did, and 42 were either unsure or did not answer.

- 51 people felt that the strategy was ambitious enough, whereas 31 people did not, and 63 people were either unsure or did not answer.

11. Key findings from the Children and Young People consultation included:

    - 168 (76.5%) of young people who responded own a bike or scooter, whereas 32 (14.5%) do not.
    - Most young people (82%) felt that the goals in the strategy were a good idea, however 4% did not.
    - Most young people (69%) felt that the plans will make Havering safer for walking, cycling and wheeling, whereas 4% did not.

12. Overall, the consultation showed support for the Strategy's direction while providing clear feedback on how to strengthen it. The consultation responses underlined the importance of safety, connectivity, inclusion and practical delivery, and the need for ongoing engagement and transparent communication as the strategy is progressed. The findings have been used to refine the Strategy and support delivery.

Overview and Scrutiny Sub-Committee

13. On 4 November 2025, the Active Travel Strategy was presented to the Place Overview and Scrutiny Sub-Committee.

14. The Sub-Committee broadly welcomed the strategy, recognising its potential to improve safety, encourage sustainable travel, and support borough-wide objectives. The Sub-Committee welcomed the strategy's ambition, and stressed the importance of clear monitoring, timely delivery and community engagement to achieve its objectives. The needs to ensure cross borough connectivity was also raised.

Active Travel Strategy Content

15. A copy of the recommended Active Travel Strategy can be found in Appendix 1.

    A summary of the key sections can be found below.

    - Havering Context

16. Geographically, Havering possesses numerous strengths that make it an ideal environment for active travel. The borough features a relatively flat terrain, with most settlements accessible from a station within a 20-minute cycling trip. It also boasts many quiet residential streets and green paths, alongside a road hierarchy that offers potential for reallocating road space to other users in specific areas.

17. Despite high car ownership and low levels of active travel compared to other London boroughs, Havering has substantial potential for modal shift. The high number of short trips within the borough, particularly those to schools, sets a precedent for switching to active modes of transport. With 11% of work commute

journeys under 2km, up to 200 million car trips annually could potentially switch to walking or wheeling, especially given the relatively comparable travel times to business centres

Policy Context

18. There is strong national, regional, and local policy support for active travel. Nationally, Active Travel England leads the policy, aiming to make walking and cycling the primary choices for short journeys by 2030, with a target of 50% of trips to be walked, wheeled, or cycled. This initiative is guided by the government's Gear Change strategy, which supports infrastructure development and maintenance standards to achieve broader transport, environmental, and public health goals.

19. Regionally, the Mayor of London's Transport Strategy aims to reduce car dependency and increase the use of active, efficient, and sustainable travel modes. The goal is for 80% of all trips in London to be made by walking, cycling, or public transport by 2041.

20. Locally, the Council is obligated under the 1999 Greater London Authority Act to implement the Mayor's Transport Strategy at a local level, promoting sustainable, active, responsible, and safe travel. This is primarily achieved through the Local Implementation Plan (LIP), adopted in May 2019. Havering has set its own modal shift target within the LIP, aiming for 65% of residential trips to be made by walking, cycling, or using public transport by 2041.

21. The promotion of active and sustainable travel is a priority featured in several Havering policy documents, including the adopted Local Plan, Climate Change Action Plan and Healthy Weight Strategy. These documents collectively promote sustainable and active modes of transportation, aligning with the overarching goals of the Active Travel Strategy.

The Vision

22. The strategy sets out the Council's vision of active travel in the borough, for it to be a viable and attractive option for all residents, businesses and visitors to move around the borough.

23. The vision statement contained in the strategy aims at inspiring and motivating everyone around a positive image for the future. It gives a direction about where the Council wants to be in 15 years' time and reflects the borough's culture and core values.

'By 2041, Havering's diverse communities, businesses and organisations will be less dependent on motor vehicle use and will be able to choose active travel more often for their everyday journeys. Improved active travel facilities and related projects will have had a clear positive impact on the borough's climate resilience, economic health, community wellbeing and local character.'

24. The strategy intends to achieve the following goals which are directly related to transport, sustainable travel, less traffic and Vision Zero. Indirectly, it also hopes to benefit multiple other areas such as people's wellbeing, social equality, climate resilience, economy recovery and housing growth.

Direct transport-related goals	Sustainable travel	More trips made on foot, by bicycle or public transport, especially shorter trips of under 5 miles, such as trips to schools, shops, and stations
		More work-related trips made active travel modes
	Less traffic	Decrease in distance travelled by motorised vehicles per year
		Reduced ned for car ownership and parking space
		Decrease of through traffic in town centres and neighbourhoods
	Vision Zero	Zero deaths & serious injuries on Havering's transport system
		Speed Reduction
		Reduction of HGVs and large vehicles driving though the borough
Indirect desired outcomes	Health and Wellbeing	More people active for at least 20-min/day
		Reduction of adult and childhood obesity
		Extra healthy and independent years of life
		Reduction of harm from noise and air pollution
	Social Equality	Better access to affordable means of transport
		More people living within 400m of the local active travel and London Cycle Networks
		More cycle trips made by women, children, older and disabled people
	Sense of Community	More social interactions in public spaces, and decrease of loneliness
		More natural surveillance and less crime
		More street space available for community uses, and increased sense of belonging
	Climate Response	Reduction of CO_2 emissions, especially related to transport
		More schemes involving low-planting, trees, biodiversity, and sustainable drainage and increase of tree canopy
	Vibrant Economy	Increase of footfall and spend in local and town centres with zero vacant shops
		More street space for events, markets, outdoor sitting and stalls
		Savings for all on transport-related energy
	Sustainable Growth	More space available to build homes with new developments being low-traffic or car-free and including smart waste management systems
		Increase of active travel-related jobs, including cycle shops, carbon free deliveries and cycle taxi.

Active Travel Strategy Objectives

25. To achieve these ambitions, Havering's Active Travel Strategy will seek to:

1. Better connect our cycle network through a combination of new protected cycle tracks, quiet way cycle routes, and improved crossings, particularly across arterial roads and into Romford town centre.
2. Roll out 20mph limits and complimentary measures on roads where they are needed to reduce the impact of traffic, improve road safety, and create environments that are conducive to walking and cycling.
3. Expand the boroughs School Streets programme, and delivery of complimentary active travel infrastructure improvements to help pupils, parents, and staff, walk, cycle and wheel to school.

4. Improve access to secure cycle parking across the borough through the roll out of cycle hangars, where they are needed.
5. Work with TfL to tackle severance created by the TLRN and the Romford Ring Road, to improve access between communities and district centres by walking and cycling.
6. Improve road safety through targeted implementation of road danger reduction schemes and school travel engineering measures
7. Work with TfL to develop more bus priority corridors, including the introduction of Superloop, the expansion of existing services, and improving pedestrian and cycle connections to key public transport access points.
8. Use the active travel strategy to support increased TfL LIP funding allocations and secure private sector funding from development in the borough, through the S106 process.
9. Incorporate the principles of the Active Travel Strategy into the emerging Local Plan and contribute towards achieving targets set out in complimentary policies such as the Healthy Weight Strategy.
10. Use the Healthy Streets Scorecard as a transparent, public-facing KPI framework for monitoring and reporting progress.

Active Travel Themes & Action Plan

26. To achieve the vision and objectives of the strategy, the borough and its partners will be planning and implementing several measures that, together, will form a welcoming environment for active travel. The measures fall under seven themes as shown below.

Infrastructure, physical routes and network development	Improving the active travel network by creating new or enhancing existing routes, that are well connected, safe, comfortable and legible. Providing inclusive cycle parking facilities throughout the borough and creating interchange mobility hubs that offer integrated transport options for personal and commercial use, including cycle hubs at stations and last mile delivery hubs.
Collaboration, engagement, behaviour change and outreach	Encouraging behavior change by promoting active travel through campaigns, grants, challenges and rewards, leading by example by infusing active travel in the Council's services, and providing travel advice and training for schools, workplaces, organisations and individuals.
Funding	To deliver and improve the active travel offer, recognition and awards for flagship projects will be sought. Identifying the potential demand for active travel infrastructure will also demonstrate the case for new and additional funding.

Policy, design guidance and data	Ensuring that the borough existing and new strategies and design guidance in the sectors of transport, highways, public realm, environment, housing, economy, health, social care and community are considering and supporting active travel. Collating an active travel database and development of evidence, active travel interventions and measures can be better targeted.
Traffic management, road safety and road operations	Managing motor traffic type, volumes, speeds and emissions is essential to create a suitable and safe environment for active travel, thanks to measures such as Quietways, school streets, 20mph zones, home zones and bus lanes alongside parking, freight, public transport strategies.
Travel information	Increased promotion of travel information and visibility of active travel initiatives and schemes in Havering. Improvements in wayfinding and signage across the borough to improve navigation and visualise active mode travel times.
Micromobility & access to cycles	Providing valid alternatives to private motor vehicles by offering safe and affordable solutions accessible to all, including short-term hire, long-term rental, help to buy, maintenance schemes of cycles, micromobility vehicles and mobility aids, for individuals, organisations, businesses and public services.

27. The active travel action plan is presented by each of the seven themes, along with the expected timeframe and wider policy alignment. This timeframe could be subject to change depending upon the availability of funding throughout the lifespan of the strategy.

Funding for Delivery

28. For schemes identified within the action plan, funding will be sought primarily through the Local Implementation Plan funding mechanism received from TfL on an annual basis.

29. Officers will continue to explore other external funding opportunities where they become available. For example, in recent years the Council has been successful in receiving grant funding from the Department for Environment, Food and Rural Affairs (DEFRA), and the Greater London Authority (GLA) to support initiatives that encourage active travel.

30. Schemes will only be delivered where external funding sources are available.

How will delivery be monitored?

31. Havering's Transport Planning Team will be responsible for the monitoring and overarching delivery of the strategy and will collaborate with all relevant services across the Council to see that the Actions contained within it, are progressed and delivered.

32. A new Active Travel Officer post is proposed to be created specifically to have responsibility for managing delivery of this strategy. Progress on the Active Travel Strategy will be reported regularly to the Active Travel Forum, which will meet quarterly, and an annual report will be published on the Havering website.

33. The Action Plan contained in this Active Travel Strategy presents estimated timescales for the delivery of each action. The Strategy identifies several targets contained in the Council's adopted Local Implementation Plan which will continue to be reviewed and monitored annually and revised in future Three Year LIP Delivery Plans.

34. The Action Plan will specifically be reviewed on a yearly basis to monitor progress, and an end of year progress report will be published annually and reported to the Place Overview and Scrutiny Sub-Committee.

35. Alongside this, a strategic review will take place every 3 years to assess alignment to any emerging local or regional policy changes.

Next Steps

36. Subject to Cabinet approving the Active Travel Strategy, the document will be published on the Council's website.

REASONS AND OPTIONS

Reasons for the decision:

37. It's a statutory obligation for the council to implement the Mayors Transport Strategy (MTS) at a local level. Adoption of the Active Travel Strategy will contribute to the council in delivering the Mayor's targets and objectives in Havering.

Other options considered:

38. The alternative of not producing an Active Travel Strategy was considered and rejected as it is considered required to enable the borough to work towards the Council's target of 65% of all trips undertaken by active and sustainable transport modes.

IMPLICATIONS AND RISKS

Financial implications and risks:

39. This report is seeking Cabinet approval for the adoption of the Active Travel Strategy, a 15-year plan (2026–2041) aimed at making walking, cycling, and public transport the preferred modes of travel across the borough.

40. The strategy aligns with the Mayor's Transport Strategy and Havering's Local Implementation Plan, and supports wider priorities such as climate action, health improvement, and economic vitality.

41. While the strategy offers a significant opportunity to deliver health, environmental, and connectivity benefits for Havering, its implementation is largely dependent on securing external funding streams such as TfL Local Implementation Plan allocations, developer contributions, and targeted grants. These risks are considered

manageable, as this approach reduces pressure on the Council's core budgets; however, it requires proactive management to maintain continuity of funding.

42. The Council will rely on external funding sources to deliver this strategy.

43. For schemes identified within the action plan, funding will be sought through a variety of mechanisms including, where appropriate, existing funding resources (such as TfL LIP) or through seeking other external funding sources. Schemes will only be delivered where funding is available. Potential available funding sources include:
    - Central government – Department for Transport funds schemes associated with the Cycling and Walking Investment Strategy. Other funding programmes help deliver active travel as part of comprehensive schemes (Levelling Up, Air Quality Grants, Future High Streets Fund, Towns Fund, Wider Highway & Transport funds, Access for All Initiative.)
    - Regional funding – Transport for London is responsible for distributing active travel governmental funding – through the Local Implementation Plan programme. Other programmes can help develop active travel-related projects (Mayor's Air Quality Fund, London Recovery Grant, London Crowdfunding, Good Growth Fund, Grow Back Greener,)
    - Local funding - Local contributions include borough funding for LIP3, developer contributions (Section 106, Carbon Offsetting, CIL), BID levies, PCNs from CPZs, School Streets, Liveable Neighbourhoods, street trading licenses, sponsorships, Thames Water SWMP, Thames Freeport funds, Active Travel Fund, lottery funding, Neighbourly, and Tesco/B&Q Community Grants.

44. The proposal for a new Active Travel Officer being created to manage delivery of the strategy would have to be funded through existing Service Salary Budgets or external funding sources. A Business Case would have to be put forward to the Recruitment Panel for consideration.

45. The proposed Active Travel Officer position, along with any additional staffing, must be funded through existing service budgets or external sources. This will require a separate business case and will be subject to approval by the recruitment panel.

46. Adoption of this strategy will position Havering to secure future funding opportunities, meet statutory obligations, and deliver long-term benefits for residents, businesses, and visitors.

Legal implications and risks:

47. It is a statutory requirement for London local authorities to ensure the implementation of a transport strategy that is in alignment with the Mayor of London's Transport Strategy (MTS).

48. Section 145 of the Greater London Authority Act (1999) requires all London borough councils to develop Local Implementation Plan's setting out how they intend to implement the Mayor of London's Transport Strategy. Councils are then

required to implement such transport strategy proposals that are included within their Local Implementation Plan.

49. This Active Travel Strategy and the measures included within it is aligned to the Havering Local Implementation Plan and accordingly includes projects such as streetscape, accessibility requirements, and public realm. It is intended that this strategy supports the council in meeting this legal obligation and strengthens the case for maximising future funding.

50. There are no other specific legal implications or risks that arise directly from the request within this report. Although further legal resources will need to be committed to bring into effect the measures for which funding is eventually sought.

Human Resources implications and risks:

51. It is anticipated that the programmes and projects contained in the Active Travel Strategy Action Plan will be delivered mainly by Council officers, with occasional input and support from consultants engaged specifically to manage projects.

52. The proposal to create a new permanent Active Travel Officer post (1fte) will require scrutiny and approval from the Council's Recruitment Panel to ensure there is a justified Business Case for the new post. Any new post that is created would have to be funded through existing Service Staffing salary budgets or external funding sources. No additional Council funding will be available for a new post.

53. The new post being sought is proposed to be a permanent post given the 15 year lifespan of the Strategy. Should this additional post be created, this would require a small Organisational Change in which case the Council's Organisational Change policies and procedures (Preparation, Consultation, Implementation) will be followed.

54. Any additional resources that are needed during the lifetime of the strategy will be externally funded through contributions from strategic development and LIP Officer delivery funding.

Equalities implications and risks:

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

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

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

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

Health and Wellbeing implications and Risks

57. Many of the measures proposed in the Action Plan support the Council's Healthy Weight Strategy (2024) and will positively impacts physical activity through increasing opportunities for residents to choose to undertake journeys by active travel modes.

58. All measures included within the active travel strategy result in positive impacts upon:

- Behaviour and lifestyle such as increased exercise and awareness of its benefits in terms of mental health and wellbeing.
- Social and community influences including socially interaction within the public realm.
- Improved access to green spaces and opportunities to be active.
- Improved road safety through improved facilities within the public highway (such as crossings).
- Reduced traffic related noise impacts.
- Improved access to services such as education and training, leisure and sport facilities, health and social care services.
- Improved access to public transport.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

59. Outcomes sought by the Active Travel Strategy align with the Council's Climate Change Action Plan, in that it works towards the delivery of the Council's mode shift targets for active and sustainable modes of transport, through measures such as infrastructure improvements and cycle training.

BACKGROUND PAPERS

None

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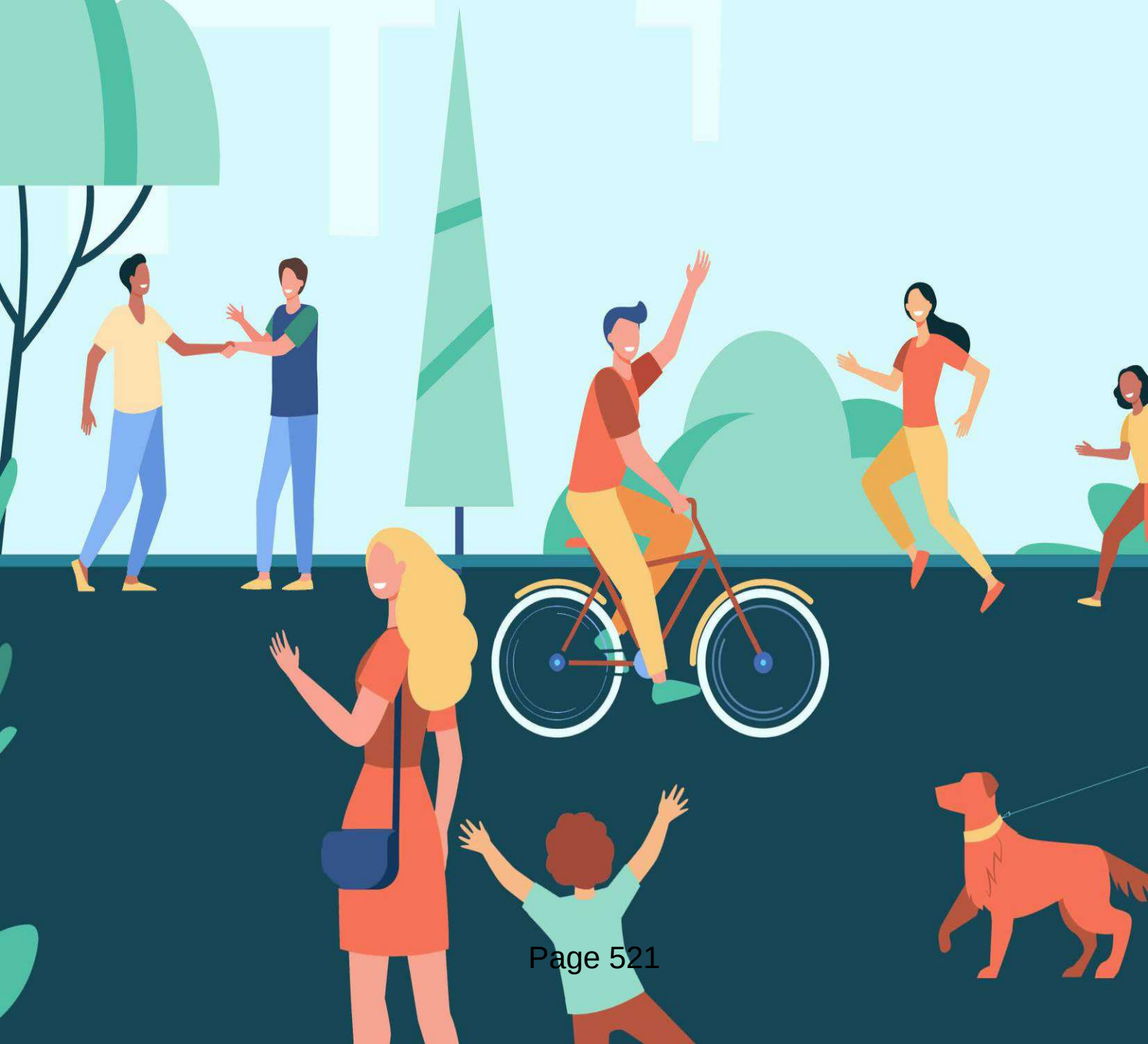
Havering
LONDON BOROUGH

London Borough of Havering

Active Travel Strategy 2026-41



Foreword

Councillor Mugglestone

Cabinet Member for Environment

We are pleased to present the Active Travel Strategy for the London Borough of Havering, which sets out a bold vision and comprehensive action plan for the next 15 years. This strategy is aligned with the ambitious National Gear Change Vision and Mayor's Transport Strategy for London, which aims to transform the way we travel in the UK and London and have been developed in consultation with local stakeholders.

Havering is a diverse borough with a rich history, beautiful parks, and vibrant communities. However, like many parts of London it faces significant challenges in terms of traffic congestion, air pollution, and inactivity-related health issues, including overweight and obesity.

Our goal is to create a borough where walking, cycling and public transport are the transport modes of choice, making Havering a healthier, cleaner, and more sustainable place to live, work and visit. By prioritising active travel, we can improve air quality, reduce congestion, improve public health, boost the local economy, decrease social inequalities, reallocate road space for community uses and improve sense of belonging.

We recognise that changing travel habits can be challenging, but we are committed to working with our residents, businesses and partners to make active travel a realistic and attractive choice for most people. We want to encourage more people to walk, wheel or cycle to school, work, shops and other facilities, to enjoy our green spaces, and to explore the borough's many attractions.

The strategy sets out a range of measures to achieve our vision, including investing in high-quality walking and cycling infrastructure, improving public transport links, creating healthier and green neighbourhoods, introducing new parking facilities and promoting active travel through education and engagement, and working with developers to ensure new developments prioritise sustainable travel.

This strategy will help to create a healthier, more connected, and more sustainable borough, addressing all our four Local Plan priorities (Communities, Place, Opportunities, and Connections). By working together, we can make Havering a shining example of how active travel can transform our communities for the better.

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Chapter 1 - Introduction

Why an Active Travel Strategy?

The Havering Active Travel Strategy sets out an overarching approach for improving streets, paths and public spaces for walking, wheeling and cycling throughout the borough. Our goal is to enhance the public realm and integrate the necessary infrastructure to create genuine opportunities for active travel, so that people do not feel forced into their cars, vans or trucks due to the lack of suitable alternatives for them.

The strategy provides guidelines for the planning, delivery and maintenance of active travel related schemes to ensure a coordinated outcome as single projects come forward at different times, or through different initiators to support a coherent, well-designed and legible environment.

This strategy aims at improving social, environmental and economic conditions in the borough through making active travel (particularly for short trips, and journeys into and out of urban centres) easier for people who live or work in the borough. This will be achieved by:

Providing fairer, healthier and safer streets for all	Addressing climate change and offering sustainable alternatives	Boosting the local economy and sense of community
Street space is currently dominated by vehicles and street furniture, leaving limited room for pedestrians and cyclists. Many of the boroughs main roads also create severance between communities and key destinations. Reconfiguring this space to support walking and cycling can benefit everyone, not just those without cars or those seeking healthier, environmentally friendly travel options[1]. Creating choice, enables people to shift from driving to walking and cycling reduces pollution, noise and road danger, leading to fewer cars on the road, decreased congestion costs[2] and positive health and wellbeing impacts.	Without a reduction in greenhouse gases like CO_2, global temperatures and severe weather events are expected to increase. In Havering, much like the rest of the UK, the transport sector is the largest emitter of CO_2, with road traffic being the main source of air pollution[3]. Active travel methods can help reverse this trend. Walking and cycling schemes often incorporate features that enhance biodiversity, manage water sustainably, and improve public transport access, making streets more climate resilient.	In urban areas, a significant proportion of journeys are under 2 miles[4], making them ideal for walking or cycling with proper infrastructure. By shifting mode of transport, this can boost local businesses, as non-motorists spend 40% more in neighbourhood shops[5]. Efficient cycle facilities and the use of cargo-bikes also speed up deliveries by 60% compared to vans[6]. Increased walking and cycling enhance social interactions, community feel and safety. Fewer cars also free up kerbside space for community activities like vehicle sharing, seating, playing, gardening or art displays.

[1] Gear Change: A Bold Vision for Walking and Cycling, DfT, 2020
[2] Active travel: local authority toolkit, DfT, 2022
[3] HCCAP 2024-27 (havering.gov.uk)
[4] National Travel Survey 2020
[5] Getting more people walking and cycling could help save our high streets - Transport for London (tfl.gov.uk)
[6] Large-tired and tested: how Europe's cargo bike roll-out is delivering | Rapid Transition Alliance

What does the strategy include?

Our strategy outlines our ambitious vision for active travel in Havering over the next decade. It encompasses comprehensive goals, highlights our ongoing work, identifies key areas of action by active travel theme, and details our delivery approach.

For each area of action, we have listed measures that we aim to introduce to achieve our vision by 2041. Areas of action include:

- **Physical measures** such as creating an active travel network, mobility hubs and upgraded travel information.
- **Supporting measures** such as traffic management, data collection and policy and design guidance.
- **Soft measures** such as encouraging behaviour change, engagement and facilitating access to cycles and micro-mobility.

The detailed Active Travel Action Plan can be found in Chapter 7.

Who is the strategy for?

Our strategy is directed to all stakeholders who are involved in the funding, planning, design, approval, delivery, adoption, maintenance and use of active travel related projects in Havering.

- Representatives from public bodies, including Councillors and Cabinet members, Transport for London, and the emergency services, alongside Council Officers from Havering's transport, urban design, environment, economy, highways, and planning teams.
- Interest and user groups such as cycling and walking groups, disability groups, resident groups, campaign groups, business groups, universities and schools.
- Delivery partners including consultant, public and private transport providers, private developers and housing associations, large landowners, land occupiers, and managers.

How has the strategy been developed?

Our Active Travel Strategy has been developed by Havering transport officers with support from transport planning, highways, and urban design consultants.

It has been developed following the principles set out in the Local Cycling and Walking Infrastructure Plans (LCWIP) Guidance for Local Authorities[7]. This approach involves collaborating with the stakeholders listed above both directly and through the Active Travel Forum, formal public consultation, and establishing accountability through the Council's Overview and Scrutiny Committee.

Workshops were held with Council officers and external stakeholders to help understand the current needs and emerging plans across the borough. Overall, participants wanted to see:

- A coherent network with routes for both short and longer trips which link all destinations.
- A network which works in coherence with Havering and neighbouring authorities plans and provides opportunities to coordinate and strengthen active travel links in the future.

[7] Local Cycling and Walking Infrastructure Plans - Technical Guidance for Local Authorities, DfT, 2017

- Route proposals considered from previous Havering plans, former London Cycling Network and local cyclists.
- Routes being improved where fatalities and serious injuries involving cyclists and pedestrians occurred.
- A strategy which is inclusive and works for a wide range of users.
- Attractive routes through open spaces and providing quality footways, adequate street lighting and safe cycle parking at destinations.
- Proposals which combine with behaviour change and free active travel related activities.
- Collaboration with landowners, businesses, schools, organisations and communities.
- Creative sources of funding solutions to be sought to deliver schemes.

This strategy is aligned with the latest regional and national objectives and has been adapted to Havering's context. The study area included the whole borough and a 4km wide perimeter around it, corresponding to a 20-minute cycling journey from the borough boundary.

Chapter 2 – Havering Context

The chapter explores the borough's transport infrastructure, providing an overview of the existing facilities, policy context and progress to date. It also examines the wider demographic context for Havering, highlighting its unique characteristics and their implications on travel behaviour. This forms the foundation for the development of the Active Travel Strategy, ensuring it is rooted in a deep understanding of Havering's specific needs and circumstances.

Geographic Context

Havering is located on the northeastern boundary of Greater London and is the third largest London Borough (43 square miles). Most of Havering is within the M25 with part of the east of the borough outside the M25.

Figure 2-1 Havering Geography

Havering is bordered to the north and east by the Essex countryside, to the southeast by the unitary authority of Thurrock, to the south by a three-mile stretch of the River Thames, and to the west by the neighbouring London boroughs of Redbridge and Barking & Dagenham.

Havering is one of London's greenest boroughs with extensive open spaces and more than half of the borough designated as Metropolitan Green Belt. Romford is Havering's principal town and is identified as a Metropolitan Centre in the London Plan (2021), with a night-time economy classification of NT2 recognising its regional or sub-regional significance.

Romford is identified as an Opportunity Area within the Elizabeth Line East corridor in the London Plan (2021) with potential for a significant number of new homes and jobs by 2041. Rainham and Beam Park are also located within the London Riverside Opportunity Area.

It is very easy to travel across the borough from east to west, by rail, tube and road. However, these east-west routes have a negative impact on north-south connections, dividing communities and neighbourhoods.

A schematic diagram of the principle arterial routes contributing towards north south severance across the borough is illustrated in Figure 2.2 opposite.

Geographically, Havering has got many strengths to become a great environment for active travel. It's relatively flat, most of its settlements are located within a 20-minute cycling trip of a station, it has many quiet residential streets and green paths, and a road hierarchy with potential to reallocate road space to other road users in certain areas.

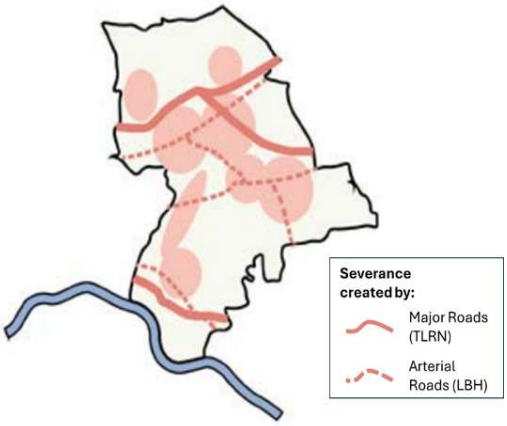


Figure 2-2 Major Roads Impacting North-South Connectivity in Havering

As the crow flies, the majority of Havering's urban centres are within 3km of each other, with the largest distance being from Rainham to Hornchurch and Upminster, which are 5km and 6km respectively. This is illustrated in Figure 2.3 below.

This proximity provides significant opportunities for active travel along strategic routes connecting these key locations, and in some instances these journeys are already quicker and more convenient by bicycle than by car.

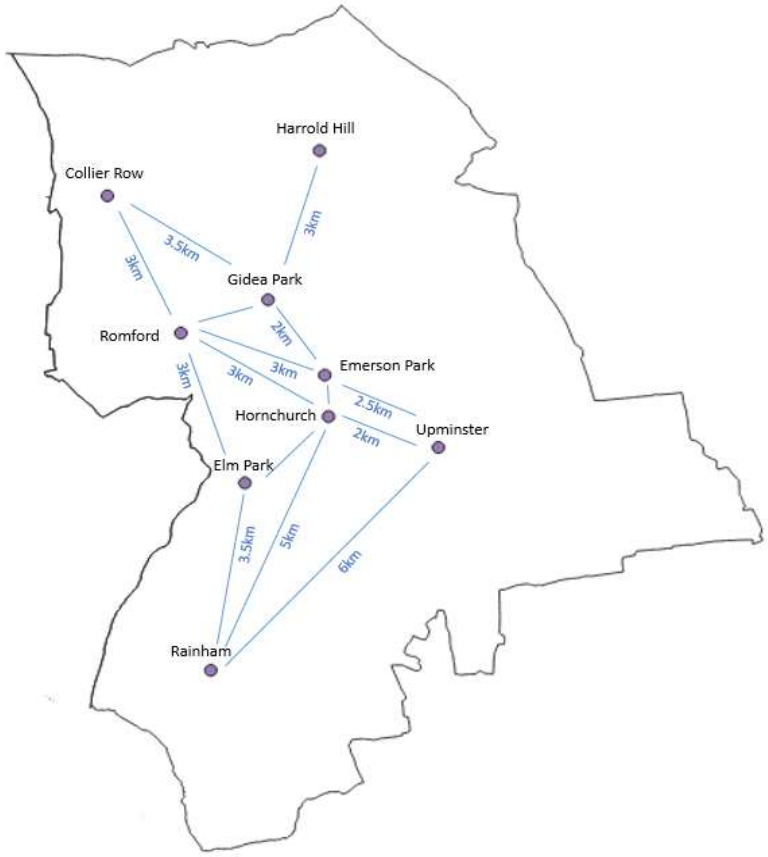


Figure 2-3 Distances between Urban Centres in Havering

Demographic Context

Havering is a growing and increasingly diverse borough, with demographic trends that present both challenges and opportunities for active travel.

Population and Age Structure

- The borough's population is estimated at 276,274 (mid-2024), up from 262,000 in 2021 and projected to reach 303,000 by 2033 (ONS, 2024).
- The median age in Havering is 39 slightly higher than the London average.
- There has been a notable increase in both children and older adults:
  - 0–16 years: 20.6%
  - 17–64 years: 62.1%
  - 65+ years: 17.3%
- Primary school applications have risen by 11% over the last decade, reflecting a growing younger population.

Ethnic Diversity

Havering remains one of London's least ethnically diverse boroughs, and the non-White British population has doubled in the last decade:

- White: 75.3% (2021 Census, down from 87.7% in 2011)
- Asian/Asian British: 10.7%
- Black/Black British/ Caribbean/ African: 8.2%
- Mixed/Multiple ethnic groups: 3.7%
- Other ethnic groups: 2%

Health and Wellbeing

Tackling obesity and inactivity is a key local priority, with active travel seen as a vital part of the solution. The Havering Healthy Weight Strategy 2024-2029 estimates that:

- **Children (2022/23 data):**
  - 22.2% of children aged 4–5 are overweight or obese.
  - 40.1% of children aged 10–11 are overweight or obese.
- **Adults (2022/23 data):**
  - 60.3% of adults are overweight or obese, similar to the high London average.

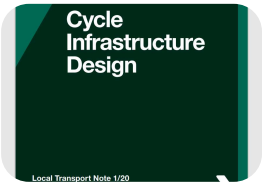
Deprivation and health inequalities also persist, with notable gaps between the most and least deprived communities.

These demographic trends reinforce the need for a bold and inclusive Active Travel Strategy. One that addresses health inequalities, supports all communities, and creates a safer, more accessible environment for everyone.

Policy Context

There is national, regional and local policy support for active travel. National policy on active travel is led by Active Travel England, who aim to make walking and cycling the primary choice for short journeys by 2030, with 50% of trips to be walked, wheeled or cycled[8]. They draw upon the government's Gear Change[9] strategy document and aim to support infrastructure development and maintenance of standards which support broader transport, environment, and public health goals.

Gear Change



Cycle Infrastructure Design

Local Cycling and Walking Infrastructure Plans

Cycling and Walking Investment Strategy

At a regional level, the Mayor of London's Transport Strategy[10] aims to reduce car dependency and increase active travel, efficient, and sustainable travel modes. The goal is

[8] About us - Active Travel England - GOV.UK (www.gov.uk)
[9] https://assets.publishing.service.gov.uk/media/5f1f59458fa8f53d39c0def9/gear-change-a-bold-vision-for-cycling-and-walking.pdf
[10] https://tfl.gov.uk/corporate/about-tfl/the-mayors-transport-strategy

for 80% of all trips in London to be made by walking, cycling or public transport by 2041[11]. Funding for active travel infrastructure and supported greening projects is available via Transport for London (TfL) and the Greater London Authority (GLA).

Mayor's Transport Strategy

Walking Action Plan

Healthy Streets for London

Cycling Action Plan 2

Cargo Bike Action Plan

Planning for Walking Toolkit

Leisure Walking Plan

Cycle Parking Implementation Plan

Locally, the Council has an obligation under the 1999 Greater London Authority Act[12] to deliver the Mayor's Transport Strategy at a local level, promoting sustainable, active, responsible, and safe travel. This is primarily done through the Local Implementation Plan (LIP) which was adopted in May 2019[13]. Havering has its own modal shift target within the LIP to get 65% of trips to be walking, cycling, or using public transport by 2041.

In recent years, the Council has adopted several key strategy documents that contribute directly or indirectly to promoting sustainable and active travel.

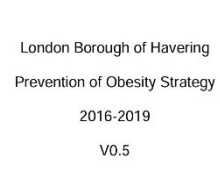
Havering Local Plan

Havering Local Implementation Plan 3

Havering Air Quality Action Plan

Havering Climate Change Action Plan

Havering Healthy Weight Strategy



Havering Prevention of Obesity Strategy

Havering Emerging EV Strategy

Romford Town Centre Masterplan SPD

The vast majority of these local strategy and policy documents explicitly mention actions and objectives that support the Active Travel Strategy's development. These documents collectively contribute to promoting sustainable and active modes of transportation, reflecting

[11] https://tfl.gov.uk/corporate/about-tfl/the-mayors-transport-strategy
[12] https://www.legislation.gov.uk/ukpga/1999/29/contents
[13] https://www.havering.gov.uk/downloads/download/728/havering_local_implementation_plan_transport_strategy

their alignment with the overarching active travel strategy. This alignment will be presented within the Action Plan in Chapter 7, and the table below references key actions within each local strategy.

Mayor's Transport Strategy - 2018 (MTS)	• 'London's streets will be healthy, and more Londoners will travel actively' • 'London's streets will be safe and secure' • 'London's streets will be clean and green' • 'Active, efficient, and sustainable travel will be the best option in new developments'
London Borough of Havering Local Plan - 2021 (HLP)	• 'To improve north-south connectivity in Havering through provision of alternative travel choices to the private vehicle' • To ensure sustainable access to Havering's employment areas including the Romford, Rainham and Beam Park strategic development areas' • Enable healthier lifestyles through the provision of active and sustainable travel choices to residents and visitors in Havering and to make Havering a better place to walk and cycle around' • 'Ensure that the needs of the less mobile are prioritized when delivering public realm improvements and Healthy Streets' • 'To reduce the fear of crime and antisocial behaviour and improve perception of personal safety and security to encourage residents to travel actively'
London Borough of Havering Local Implementation Plan - 2019 (LIP3)	• 'Enable healthier lifestyles through the provision of Active and sustainable travel choices to residents and visitors in Havering and to make Havering a better place to walk or cycle around' • 'Ensure the needs of the less mobile are prioritized when delivering public realm improvements and 'Healthy Streets" • 'To reduce the fear of crime and antisocial behaviour and improve perception of personal safety and security to encourage residents to travel actively' • 'Through the 'Healthy Streets' agenda, enhance and maintain the quality of public realm in our major, minor and district centres to create high quality safe neighbourhoods that people want to live and travel within'
London Borough of Havering Air Quality Action Plan - 2018 (AQAP)	• 'Promote walking and cycling' • 'Engage with over 50's forum to form a walking club and organised led rides' • 'Continue to promote TfL Stars accredited travel planning programme with schools to reduce car use on school run' • 'Support the LIP cycle training budget to promote Bikeability in schools and to adults and families' • 'Offer workplace grants to businesses for infrastructure that will encourage staff to walk, cycle and use public transport'
London Borough of Havering Climate Change	• 'Awareness campaign to promote sustainable travel to our staff and contractors' • 'Deliver a cycling and walking strategy for Havering'

Action Plan - 2024 (CCAP)	• 'Delivery of Walking Zone maps in two schools across the borough.' • 'Promote and lead an active travel conference for schools. Each school to develop an active travel plan' • 'Integrate need to reduce car use in Local Plan through restrictive car parking, extensive walking and cycling routes etc.' • 'Work with and advise the Local NHS partners on their Active Travel Plans and monitor and report effectiveness'
London Borough of Havering Healthy Weight Strategy - 2024 (HWS)	• 'Making active travel easier and safer for both children and adults, introducing walking, and cycling infrastructure such as school streets' • 'Developing transport connections between residential areas and physical activity hubs and healthy food options'
London Borough of Havering Romford Town Centre Masterplan SPD - 2025	• The Masterplan aims for 65% of residents to walk, cycle, or use public transport by 2041, supporting this through attractive, accessible, and safe streets, and aligning with both local and London-wide transport strategies. • Plans include transforming roundabouts into at-grade crossings, expanding wide pavements and segregated cycle lanes, embedding cycle infrastructure (including parking hubs, lockers, and charging), and ensuring inclusive, well-marked routes. • The River Rom will be developed as a continuous north-south walking and cycling route, with regular, safe crossing points and inclusive design, connecting the town centre to neighbourhoods and recreational areas. • Encouraging walking and cycling not only improves public health but also boosts the local economy, as active travellers spend more in the town centre; early, low-intervention upgrades are recommended to accelerate this shift.

Havering is in alignment with The Mayor of London's target for London to be NetZero emissions by 2030. It is also a signatory to the London Councils' Transport & Environment Committee joint statement on Climate Change and has committed to halve road journeys made by petrol and diesel vehicles by 2030[14].

To meet these commitments to reduce emissions from transport, there needs to be much greater use of walking, cycling and public transport for short journeys. The image in Figure 2.4 shows a preferred hierarchy of transport modes based on their emissions.

14 https://www.londoncouncils.gov.uk/node/36794#:~:text=The%20joint%20statement%20shows%20that,petrol%20and%20diesel%20road%20journeys

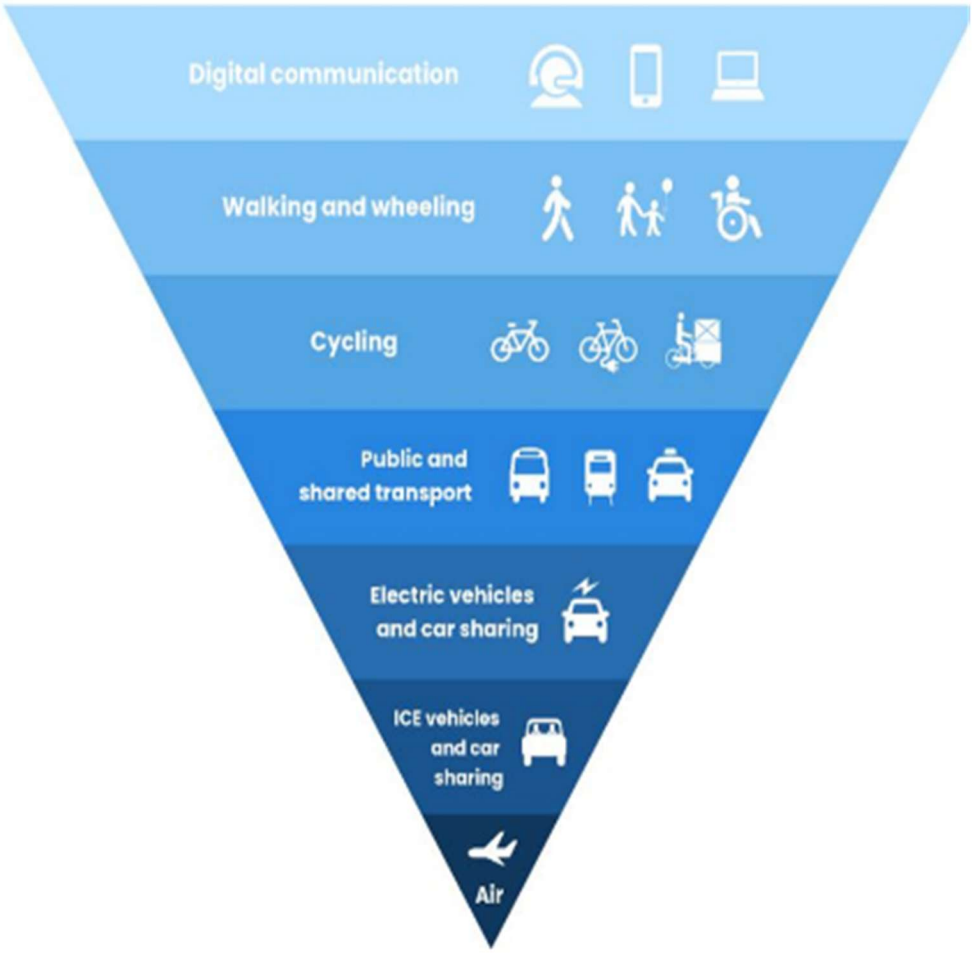


Figure 2-4: Hierarchy of Preferred Transport Modes for Reducing Emissions

This Active Travel Strategy focuses on the second, and third levels of this hierarchy (Figure 2.4) aimed at encouraging and supporting walking and wheeling, and cycling, which have the lowest level of emissions compared to other modes of travel. It also outlines a tangible action plan to improve active travel infrastructure and interventions which contribute to the halving of road journeys as stated above.

Chapter 3 – A Healthy Streets Approach

The Healthy Streets Approach

The Healthy Streets Approach is a people-centred framework adopted by Transport for London (TfL) to improve air quality, reduce congestion, and make London's communities healthier, safer and more attractive. It focuses on enhancing the experience of being on London's streets by addressing barriers such as noise, air pollution, poor accessibility, and lack of seating or shelter. At its core are ten indicators that assess how streets support walking, cycling, and public transport use, with the aim of providing a choice of sustainable transport modes and promoting the benefits of active travel, to reduce dependency on the car.

This approach underpins the Mayor's Transport Strategy, which sets a bold target for 80% of all trips in London to be made by walking, cycling or public transport by 2041. The London Plan embeds this ambition spatially, guiding boroughs to deliver infrastructure and development that supports healthier, more sustainable travel choices. Havering's own target is 65%, with current levels at 49.8%.

Figure 3-1: The 10 Healthy Streets Indicators

The Active Travel Strategy for Havering plays a pivotal role in delivering Healthy Streets locally. It sets out the Council's plan to improve infrastructure for walking and cycling, reduce reliance on private vehicles, and support modal shift. This includes schemes such as School Streets, cycle infrastructure and parking upgrades, and road safety initiatives, all of which contribute to the Healthy Streets indicators and align with TfL's strategic objectives.

Embedding the Healthy Streets Approach within Havering's Active Travel Strategy is not only essential for improving public health and environmental outcomes, but also critical for securing funding. TfL's Local Implementation Plan (LIP) framework requires boroughs to demonstrate alignment with the Mayor's Transport Strategy and Healthy Streets principles when applying for capital investment. For example, Havering has applied for over £20m in funding across three financial years but has only received a fraction of this funding. It is the intention of this strategy to both support incremental increases in funding and improve the delivery of active travel schemes across the borough.

Healthy Streets Scorecard

The Healthy Streets Scorecard is an annual assessment of how London boroughs are performing against ten key indicators that measure progress towards healthier, safer, and more sustainable streets. These indicators cover both the physical infrastructure and the outcomes of active travel, including walking, cycling, public transport use, road safety, and air quality. The Scorecard provides a transparent, evidence-based framework for tracking improvements and identifying areas for action.

Understanding Input and Output Indicators

The Healthy Streets Scorecard uses both input and output indicators to provide a comprehensive picture of progress. Input indicators measure the delivery of schemes and interventions, such as new cycle lanes, School Streets, or 20mph zones, reflecting the borough's commitment to creating environments that support walking, cycling, and public transport. The output indicators then capture the real-world results of these efforts, such as increases in active travel, reductions in car use, and improvements in air quality and road safety.

Why Active Travel Schemes Matter

The relationship between these indicators is fundamental: well-designed active travel schemes (inputs) create the conditions that enable and encourage people to change how they travel (outputs). By making streets safer, more attractive, and more accessible, these schemes help shift travel behaviour away from private car use. This shift is essential for achieving the Mayor's Transport Strategy targets, including reducing congestion, improving public health, and cutting carbon emissions. Embedding active travel policies and investing in the right infrastructure is the catalyst for the positive changes we want to see in how people move around Havering and London as a whole.

LB Havering 2025 Scorecard Results: Summary of Metrics

LB Havering's overall Healthy Streets score for 2025 is 1.70, down from 1.97 in the previous year. This places Havering 31st out of 33 London boroughs and 17th out of 19 Outer London authorities. The borough's performance is below the London average on most indicators, highlighting both significant challenge and scope for improvement. Further details of LB Havering's baseline healthy streets scorecard metrics are set out below.

Key Metrics – 2025 Baseline:

Input Metrics – schemes that facilitate change:

- Low Traffic Neighbourhoods (LTNs): Coverage increased from 13.7% to 14.7% (historic schemes added).
- 20mph Limits: 9.9% of borough-managed roads.
- Controlled Parking Zones (CPZs): Coverage unchanged at 12.2%.
- Protected Cycle Tracks: 0.5% of road length—one of the lowest in London.
- Bus Priority: Slight increase from 8.2% to 8.8% (historic improvements near Romford Station).
- School Streets: Coverage static at 19.1%.
- Travel for Life (school participation): Improved from 49.2% to 54.6%.

Output Metrics – Actual travel behaviours and outcomes:

- Sustainable Modeshare: 49.8% (up from 47.6%), mainly due to increased public transport use.
- Walking Rate: 26.2% of residents walk five times a week (down from 28.0%)
- Cycling Rate: Only 3.2% of residents cycle once a week—the lowest rate in London
- Car Ownership: 21.6% of households are car-free (lowest in London); cars per household remain high at 1.02
- Polluting Vehicles: Score improved slightly (6.78 from 6.93) but remains the worst in London.

Overall, Havering's score reflects a borough with high car dependency, low levels of cycling and walking, and limited coverage of key active travel infrastructure. This Active Travel Strategy seeks to deliver sustained improvements in these indicators, creating a healthier and more accessible borough.

Linking Scorecard Metrics to Active Travel Delivery and KPIs

The Healthy Streets Scorecard indicators are directly linked to the delivery of active travel schemes and the outcomes the borough seeks to achieve through this strategy, such as:

- **Sustainable Modeshare, Walking, and Cycling Rates**: These are direct measures of how many residents are choosing active travel over car use. Improvements here will reflect the success of new infrastructure, behaviour change programmes, and public engagement.
- **Low Traffic Neighbourhoods, 20mph Limits, and CPZs**: These types of measures help create safer, more attractive environments that support increased walking, wheeling, and cycling. Any future schemes will be carefully targeted, sensitively designed, and subject to consultation to ensure they respond to local needs and are backed by robust evidence. Their purpose will be to enhance safety, reduce road danger, and contribute to healthier, more liveable neighbourhoods across Havering.
- **Protected Cycle Tracks and Bus Priority**: These infrastructure measures are critical for enabling safe, convenient, and inclusive travel options, especially for those who may not have access to a car.
- **School Streets and Travel for Life**: These indicators reflect the borough's commitment to supporting children and families in making healthy travel choices, with long-term benefits for public health and community wellbeing.

Using the Scorecard as a KPI Framework

Havering's current performance on the Healthy Streets Scorecard highlights the need for a step-change in the delivery of active travel schemes. By adopting the Scorecard metrics as Key Performance Indicators (KPIs) for this strategy, the borough can:

- **Track Progress**: Use annual Scorecard results to monitor improvements in walking, cycling, and public transport use, as well as reductions in car dependency and road danger.
- **Set Ambitious Targets**: Aspire to become the most improved borough in London, focusing on areas where Havering currently performs poorly.

- **Engage Stakeholders**: Provide councillors, residents, and partners with clear, objective evidence of active travel scheme benefits, emphasising that they are not intended to restrict car use but to broaden travel options and improve quality of life.
- **Deliver Complementary Schemes**: Ensure that infrastructure improvements are supported by behaviour change programmes, school initiatives, and community engagement, creating a holistic approach to healthier streets.
- **Access to funding opportunities**: Justifying schemes through clear alignment with Healthy Streets indicators strengthens the case for investment and supports borough-wide delivery of sustainable transport objectives.

The Importance of Choice and Inclusivity

Havering's Active Travel Strategy is not about forcing people out of their cars. We realise that the car has an important role to play in connectivity across our borough. Instead, it seeks to give residents genuine alternatives for day-to-day journeys, making walking, cycling, and public transport safe, attractive, and accessible options. By improving the borough's Healthy Streets Scorecard metrics, Havering will deliver on its commitment to public health, climate resilience, economic vitality, and social inclusion.

The Local Implementation Plan (LIP)

The Local Implementation Plan (LIP) is the principal mechanism through which London boroughs, including Havering, translate the Mayor's Transport Strategy (MTS) into local action and secure funding for transport improvements.

It has a strong emphasis on promoting walking, cycling, and public transport, and reducing reliance on private vehicles. Accordingly, funding allocated to boroughs based on their delivery plans, which must demonstrate alignment with Healthy Streets principles and the MTS targets, such as increasing active travel mode share and achieving Vision Zero for road safety.

Boroughs are required to submit detailed plans outlining proposed schemes, their locations, and expected outcomes. These plans are assessed by TfL to ensure they meet strategic priorities, termed core measures, and deliver measurable benefits for active travel, safety, and sustainability. The main categories of core measures eligible for funding include:

- **Traffic Reduction:** Modal filters, bus gates, and 'bus and cycle only' streets to reduce traffic volumes and support active travel.
- **Safer Town Centres:** Removal of motor vehicle traffic to create pedestrian and cycle-friendly spaces in town centres and high streets.
- **School Streets:** Schemes that restrict traffic around schools to improve safety and encourage walking and cycling.
- **Speed Reduction:** Implementation of 20mph speed limits and other speed reduction measures.
- **Crossings:** New zebra or parallel crossings, upgrades from pedestrian refuges, and provision of pedestrian signals at junctions.
- **Safer Borough Junctions:** Measures to remove conflicting movements and reduce road danger, such as cycling-only filters, bus gates, and signal-controlled pedestrian lights.
- **Mini Programmes:** Borough-wide initiatives such as step-free access, dropped kerbs, and micromobility parking bays.

Supporting measures may also include sustainable drainage systems (SuDS), footway widening, soft landscaping, cycle parking, seating, parklets, and accessibility upgrades.

To access funding, schemes must deliver core measures that directly support walking, cycling, and public transport, and be targeted at areas identified as having high need or potential, such as those highlighted in Strategic Neighbourhood Analysis, Vision Zero priority links or nodes, and areas with high pedestrian severance. It is these locations that will have the greatest impact on safety, accessibility, and mode shift.

By recognising the link between these core measures and priority locations within the Active Travel Strategy, Havering is seeking to ensure that its priorities for walking, cycling, and public transport are aligned with MTS objectives and Healthy Streets principles.

This alignment not only strengthens the case for funding through the LIP process but also provides a clear, evidence-based framework for designing, delivering, and monitoring high-impact schemes. The Active Travel Strategy therefore acts as both a vision and a delivery plan, guiding the development of ambitious, targeted projects that meet LIP funding criteria and deliver measurable benefits for safety, accessibility, and sustainable travel across the borough, which will in turn support future investment.

Progress to Date

The London Borough of Havering has made significant progress in promoting healthier, safer, and more sustainable travel options. Key achievements include:

- **Travel for Life and School Engagement:** Havering is among the top-performing boroughs for TfL's Travel for Life accreditation, with 60 schools participating and 55 accredited. The programme has led to a marked reduction in car use for school journeys (from 39% in 2010 to 16% in 2023/24), and a strong culture of walking, cycling, and scooting to school. The borough has also rolled out 13 active School Streets covering 17 schools, supported by walking and cycling reward schemes, scooter training, and improved cycle/scooter parking. Road safety education is embedded through dedicated officers and ambassador programmes, reaching thousands of pupils each year.
- **Vision Zero and Road Safety:** Havering is committed to Vision Zero, aiming to eliminate deaths and serious injuries on the borough's roads. Measures include expanding 20mph speed limits (now covering 10% of roads), implementing traffic-calming schemes, and conducting strategic road safety reviews to identify and address collision hotspots. The Safe System approach is being developed, alongside ongoing education and engagement to promote safer travel behaviours.
- **Walking and Cycling Infrastructure:** The borough supports over 20 Wellbeing Walks venues, an extensive Public Rights of Way network, and sections of the London Loop and National Cycle Network. Cycling initiatives include free training (Bikeability, Cycle Confident), inclusive cycling (Cycling for All), and maintenance support (Dr Bike). Cycle parking provision has increased, with 645 spaces and a rolling programme for residential estates. The Try-Before-You-Bike scheme and adapted cycle hire further improve accessibility.
- **Business and Community Initiatives:** Havering works with businesses and employment areas to support active travel planning, offers grants for workplace facilities, and promotes the Cycle to Work scheme. Engagement with Queen's Hospital has led to improved cycle parking and pool bikes for staff.

Despite these achievements, Havering currently ranks relatively low on the Healthy Streets Scorecard, reflecting longstanding challenges around infrastructure, modal share, and street environment.

The Active Travel Strategy sets out a clear pathway to address these issues, aiming to deliver substantial improvements in walking, cycling, and road safety, and to move the borough towards a healthier, more sustainable future.

Top 10 Borough Priorities

To achieve these ambitions, Havering's Active Travel Strategy will seek to:

1. Better connect our cycle network through a combination of new protected cycle tracks, quiet way cycle routes, and improved crossings, particularly across arterial roads and into Romford town centre.
2. Work with TfL to tackle severance created by the TLRN and the Romford Ring Road, to improve access between communities and district centres by walking and cycling.
3. Facilitate the delivery of the active travel measures outlined within the Romford Town Centre Masterplan and contribute towards achieving targets set out in complementary policies such as the Healthy Weight Strategy.
4. Expand the boroughs School Streets programme, and delivery of complementary active travel infrastructure improvements to help pupils, parents, and staff, walk, cycle and wheel to school.
5. Consider reducing speed limits and introducing complementary measures in targeted locations where they are supported by residents and ward councillors and needed to reduce the impact of traffic, improve road safety, and create environments that are conducive to walking and cycling.
6. Improve access to secure cycle parking across the borough through the roll out of cycle hangars, where they are needed.
7. Improve road safety through targeted implementation of road danger reduction schemes and school travel engineering measures.
8. Work with TfL to incorporate active travel measures within bus priority corridors, including those associated with the introduction of Superloop, the expansion of existing services, and improving pedestrian and cycle connections to key public transport access points.
9. Use the active travel strategy to support increased TfL LIP funding allocations and secure private sector funding from development in the borough, through the S106 process.
10. Use the Healthy Streets Scorecard as a transparent, public-facing KPI framework for monitoring and reporting progress.

Chapter 4 – Consultation

Overview

The London Borough of Havering ran a public consultation on the Active Travel Strategy from October to December 2024, engaging residents, schools, stakeholders and interest groups. In total, 145 adult responses and 220 responses from children and young people were received, alongside stakeholder emails and other feedback.

The consultation combined closed questions (giving a picture of overall support, participation and demographics) with open comments. Open responses were systematically grouped by theme and location to surface recurring topics and place-specific issues. This ensured we captured both borough-wide trends and local priorities.

The consultation findings were used to refine the Strategy and support delivery. In particular, targets and monitoring were aligned with TfL core measures and the Healthy Streets Scorecard, establishing a baseline against the latest annual results. We have also synchronised the Strategy with the Council's adoption timetable and the Local Implementation Plan (LIP) programme. Together, these steps support a robust baseline, clearer accountability and a document ready for implementation.

What we heard

The main themes are summarised below and will inform the implementation of the Strategy:

- **Safety & Road Danger Reduction**
  Strong support for measures that protect vulnerable users (children, older people and those travelling after dark), including segregated infrastructure, better lighting on under-lit routes and in parks, and maintenance of paths. Many respondents asked that safety be framed through Road Danger Reduction principles.
    - **Speeds & conflicts**: Support for the introduction/expansion of 20 mph zones, especially around schools and residential areas, with requests to review timing, provide supporting design measures, and communicate how compliance will be monitored. Managing cyclist–pedestrian interactions (particularly on shared paths/pavements) was a frequent concern, with calls for clearer layouts, education and proportionate enforcement.
    - **Lighting & personal security**: Requests focused on evening safety and better lighting on key links and within parks.
- **Connectivity, Severance & Priority Links**
  Respondents highlighted severance caused by the A127 and the wider TLRN (A12, A13), asking for improved walking and cycling solutions as well as improved links between neighbourhoods and parks.
- **Schools, Parking & Local Streets**
  Strong concern about school-run congestion and parking pressures, with interest in tighter controls near school gates and safer space for younger riders/scooters to reduce pedestrian conflicts.
- **Infrastructure Quality, Maintenance & Barrier Removal**
  Support for maintaining and upgrading existing infrastructure, removing access-control barriers, and ensuring continuity where cycle markings or protection disappear. Light-segregation trials (e.g., wands, armadillos) were seen as a positive step towards permanent solutions.

- **Secure Cycle Parking, Hire & Cargo/E-Bike Provision**

  Secure cycle parking, particularly at stations, town centres, and near venues, was a frequent request, with concerns raised about theft and the need for CCTV or secure facilities.

  Many respondents asked for secure cycle storage (particularly in Romford and Hornchurch) and were positive about hire and short-term loan options, including cargo/e-bikes. These were viewed as essential to broaden participation and support last-mile deliveries.

- **Inclusion, Accessibility & Equestrians**

  Requests included stronger provision for disabled users (e.g., path maintenance, adapted cycles) and inclusion of equestrian routes and representation in forums and targets. Respondents asked that all groups, including older people and those with mobility challenges, are reflected and supported.

- **Night-Time Economy & Evening Safety**

  Several comments linked active travel to the night-time economy, particularly in Romford. People highlighted the importance of well-lit, clearly waymarked routes, secure cycle parking near venues and transport interchanges, and safe late-evening connections to support leisure, hospitality and shift work.

- **Deliveries & Freight**

  The growing role of deliveries, including last mile logistics, cargo bikes, and delivery riders, was noted, with calls for infrastructure that supports efficient deliveries while minimising conflicts with pedestrians and other users.

- **Enforcement & Compliance**

  There was strong demand for visible, consistent enforcement of parking, speed limits, and cycle lane use, as well as action on anti-social behaviour such as pavement cycling and illegal scooter use. Respondents asked for clear communication about how compliance will be monitored and enforced.

- **Cross-Borough & Multimodal Integration**

  Weak public transport links to neighbouring boroughs were seen as a barrier to mode shift. Respondents asked for better integration of active travel with bus and rail services, and for cross-boundary collaboration to support first/last-mile journeys.

- **Education, Engagement & Community Initiatives**

  Both adults and young people emphasised support for continued education and community activity.

- **Delivery, Funding & Monitoring**

  Respondents want clearer delivery pathways, a strong link to the LIP and other funding sources, and proportionate monitoring so progress can be tracked. Calls included more ambitious timescales, clear milestones, regular updates and visible accountability.

- **Equity & Cost of Living**

  Affordability and equity were recurring themes, with respondents emphasising the need to ensure that changes do not disadvantage those who rely on cars due to age, disability, or work patterns, and that active travel options remain accessible to all.

- **Transparency and Policy Alignment**
  Respondents asked for clearer presentation (maps, imagery) and alignment with Healthy Streets measures. Some respondents also expressed scepticism about delivery and consultation fatigue, highlighting the need for transparent communication, regular progress updates, and visible accountability to build trust and maintain engagement.

Consultation Summary

Overall, the consultation shows support for the Strategy's direction while providing clear feedback on how to strengthen it. The findings underline the importance of safety, connectivity, inclusion and practical delivery, and the need for ongoing engagement and transparent communication as we move into implementation. These insights have and will continue to directly inform the Strategy's action plan, priorities, and implementation.

Overview and Scrutiny Committee Engagement (4 November 2025)

On 4 November 2025, the Active Travel Strategy was presented to the Overview and Scrutiny Committee. The recommendations agreed are set out below:

1. Strengthen the strategy's focus on interaction with public transport and accessibility audits.
2. Ensure active travel infrastructure requirements are embedded in the Infrastructure Delivery Plan.
3. Increase promotion of national active travel campaigns and provide secure cycle storage at key locations.
4. Send an officer to attend London Road Safety Council meetings.
5. Present the strategy routinely to applicants during pre-application planning advice to encourage integration into developments.

The Sub-Committee welcomed the strategy's ambition and stressed the importance of clear monitoring, timely delivery, and community engagement to achieve its objectives.

What this means for the Strategy

The consultation has provided clear direction for strengthening the Active Travel Strategy. The following points summarise how the strategy responds to the main themes and sentiment from each chapter, with references to where each is addressed in the document:

1. **Network Focus and Place-Based Priorities**
   See: Theme 1 – Infrastructure, Physical Routes, and Network Development; Action Plan
   The strategy highlights priority corridors and place-based connections where severance, safety and demand coincide, while recognising dependencies on TfL for TLRN solutions. Location specific responses also help guide where feasibility work, engagement and early concept development may be most productive, subject to funding and statutory processes. These include:
   a. Tackling severance created by the key strategic roads of the A12, A127 and A13 on the Transport for London Road Network (TLRN).
   b. Implementing the active travel measures outlined within the Romford Town Centre Masterplan and tackling severance created by the A1306, recognising the pivotal role both will play in unlocking regeneration delivered through the Romford Masterplan and Beam Park respectively.
   c. Enhancing active travel connections between our communities, Romford town centre, district centres, and essential services.

2. **Everyday Journeys and School Access**
   See: Theme 3; School Streets; Action Plan
   School-run issues inform local measures and engagement with schools on safe access, parking controls and micro-scooter/young-rider considerations.
3. **Safe System and Road Danger Reduction**
   See: Theme 3 – Traffic Management, Road Safety and Road Operations; Action Plan
   The strategy adopts Road Danger Reduction principles, recognises the potential for reductions in speed limits in targeted locations, and commits to better lighting and design to address safety, speed, and evening security.
4. **Inclusive and Accessible Design**
   See: Theme 1; Inclusive Design Principles; Action Plan
   Actions will consider disabled users (surface quality, dropped kerbs, widths, accessible hire/adapted cycles) and include specific reference to equestrians (routes, forum representation).
5. **Enablement Measures, Barrier Removal, and Deliveries**
   See: Theme 1; Cycle Parking & Mobility Hubs; Last Mile Hubs; Action Plan
   The strategy addresses calls for practical improvements such as improving cycle lane continuity on key corridors (subject to feasibility), provision of secure cycle parking / hangars in centres and residential areas, as well working with partners to remove access barriers from our network. It also establishes support for cargo/e-bike hire and last mile delivery initiatives.
6. **Monitoring, Funding, Delivery Clarity, and Presentation**
   See: Monitoring; Funding; Leadership; Action Plan; Communication and Promotion
   A clear monitoring framework, transparent reporting, and improved presentation of information ensure accountability and ongoing engagement. Monitoring of ATS outcomes aligns with the Healthy Streets Approach and LIP delivery reporting. The Strategy also signposts external funding routes, recognising that the success of this strategy is not only dependent upon access to funding but also working with members, stakeholders, businesses, schools and communities to improve delivery. These two factors are inextricably linked.
7. **Enforcement, Compliance, Community Engagement, and Night-Time Economy**
   See: Theme 1 – Night-Time Economy & Safety; Theme 3 – Traffic Management, Road Safety and Road Operations; Action Plan
   The strategy strengthens enforcement of parking, speed, and cycle lane use, supports education and engagement, and ensures well-lit, safe routes for the night-time economy.
8. **Equity, Affordability, and Ongoing Adaptation**
   See: Theme 1; Inclusive Design; Action Plan; Monitoring; Engagement/Outreach
   Commitments to equity, affordability, and ongoing adaptation ensure the strategy remains accessible and responsive to all.

The strategy's action plan and delivery approach throughout the remainder of this strategy have been shaped by these insights, with each theme addressed in the relevant section. The Council is committed to ongoing engagement, transparent communication, and adapting the strategy as new challenges and opportunities arise.

Chapter 5 – Ambition

Vision

Our vision for active travel is for it to be a viable and attractive option for all residents, businesses and visitors to move around the borough.

The vision statement below aims at inspiring and motivating everyone around a positive image for the future. It gives a direction about where we want to be in 15 years' time and reflects the borough's culture and core values.

> 'By 2041, Havering's diverse communities, businesses and organisations will be less dependent on motor vehicle use and will be able to choose active travel more often for their everyday journeys. Improved active travel facilities and related projects will have had a clear positive impact on the borough's climate resilience, economic health, community wellbeing and local character.'

Goals and Outcomes

The strategy intends to achieve the following goals which are directly related to transport, sustainable travel, less traffic and Vision Zero. Indirectly, it also hopes to benefit multiple other areas such as people's wellbeing, social equality, climate resilience, economy recovery and housing growth. Measurable objectives are detailed in Chapter 4 - the delivery part of the strategy.

Direct transport-related goals

1. Sustainable Travel	2. Less Traffic	3. Vision Zero
• More trips made on foot, by bicycle or public transport, especially shorter trips of under 5 miles, such as trips to schools, shops, and stations *LBH Target – 65% of trips by Active and Public transport by 2041* • More work-related trips made active travel modes • **Reduce** severance created by arterial roads running across the borough	• Decrease in distance travelled by motorised vehicles per year • Reduced need for car ownership and parking spaces *LBH Target – Reduce car ownership by 22% from 2022 to 2041* • Decrease of through traffic in town centres and neighbourhoods	• Zero deaths & serious injuries on Havering's transport system *MTS and LBH Target - no one to be killed in or by a London bus by 2030, and for deaths and serious injuries from all road collisions to be eliminated from the streets by 2041* • Speed reduction • Reduction of HGVs and large vehicles driving through the borough

Indirect desired outcomes

1. Health and Wellbeing	2. Social Equality	3. Sense of Community
• More people active for at least 20-min/day *MTS and LBH Target – 42% of residents doing at least two x10 minutes of active travel a day by 2041* • Reduction of childhood and adulthood obesity *Havering Healthy Weight Strategy – target childhood obesity to be eradicated in 20 years* • Extra healthy and independent years of life • Reduction of harm from noise and air pollution	• Better access to affordable means of transport • More people living within 400m of the local active travel and London Cycle Networks *MTS and LBH Target – 42% of residents within 400m of strategic cycle network by 2041* • More cycle trips made by women, children, older and disabled people	• More social interactions in public spaces, and de-crease of loneliness • More natural surveillance and less crime • More street space available for community uses, and increased sense of belonging
4. Climate Response	**5. Vibrant Economy**	**6. Sustainable Growth**
• Reduction of CO2 emissions, especially related to transport *LBH Target- 50% reduction in road transport emissions in the borough from 2021 to 2041* • More schemes involving low-planting, trees, biodiversity, and sustainable drainage and increase of tree canopy coverage	• Increase of footfall and spend in local and town centres with zero vacant shops • More street space for events, markets, outdoor sitting, and stalls • Savings for all on transport-related energy	• More space available to build homes with new developments being low-traffic or car-free and including smart waste management systems • Increase of active travel- related jobs, including cycle shops, carbon free deliveries and cycle taxi

Chapter 6 – Planning and Delivery

Active Travel Strategy Themes

To achieve this vision, the borough and its partners will be planning and implementing several measures that, together, will form a welcoming environment for active travel. The measures fall under seven themes as shown below.

1. Infrastructure, physical routes and network development

- Improving the active travel network by creating new or enhancing existing routes, that are well connected, safe, comfortable, legible, and inclusive for all users. This includes working towards providing improved footway and crossing facilities to tackle existing severance issues, improving the pedestrian environment at underpasses. New cycle routes will be created using a combination of segregated cycle lanes and quietways, to create a cycling network which better connects our communities to local centres and essential services. To support increased use of cycling, we will improve the provision of inclusive and secure cycle parking facilities throughout the borough, for residents, commuters, and visitors. The improved cycle parking will provide better access to local centres, key services, and public transport.

2. Collaboration, engagement, behavior change and outreach

- Encouraging behavior change by promoting active travel through campaigns, grants, challenges and rewards, leading by example by infusing active travel in the Council's services, and providing travel advice and training for schools, workplaces, organisations and individuals.
- Increased promotion of travel information and visibility of active travel initiatives and schemes in Havering. Improvements in wayfinding and signage across the borough to improve navigation and visualise active mode travel times.

3. Traffic management, road safety and road operations

- Managing motor traffic type, volumes, speeds and emissions is essential to create a suitable and safe environment for active travel, thanks to measures such as, 20mph zones, school streets, quietways, HGV restrictions, and bus lanes alongside parking, freight, public transport strategies.

4. Micromobility & Access to Cycles

- Providing valid alternatives to private motor vehicles by offering safe and affordable solutions accessible to all, including short-term hire, long-term rental, help to buy, maintenance schemes of cycles, micromobility vehicles and mobility aids, for individuals, organisations, businesses and public services.

5. Policy, design guidance and data

- Ensuring that the borough existing and new strategies and design guidance in the sectors of transport, highways, public realm, environment, housing, economy, health, social care and community are considering and supporting active travel. Collating an active travel database and developement of evidence, active travel interventions and measures can be better targetted.

6. Funding

- To deliver and improve the active travel offer, recognition and awards for flagship projects will be sought. Identifying the potential demand for active travel infrastructure will also demonstrate the case for new and additional funding.

Theme 1 – Infrastructure, Physical Routes, and Network Development

Seven Design Principles

Designing quality active travel infrastructure requires the consideration of several key principles. The seven design principles listed below are best practice and should be utilised where possible for all schemes, alongside London Healthy Street Approach and latest local, regional and national guidance.

1. Connectivity	Active travel networks should be designed to allow people to reach their day-to-day destinations easily, along routes that connect. No more than 400m to reach the network.
2. Directness	Active travel routes should be as direct as possible, and preferably more convenient than those available for private motor vehicles, following pedestrian and cycle desire lines.
3. Safety	The infrastructure should be both safe and perceived safe for all, including at junctions and crossings. Traffic, cycle, and pedestrian flows should be separated when traffic volume is high or fast.
4. Comfort	Active travel routes should be of consistent quality, with well-maintained smooth surfaces, adequate width, design speed and gradient, appropriate lighting and sound level.
5. Attractiveness	The active travel infrastructure should help deliver well-designed public spaces, including green infrastructure and sustainable drainage, enhancing local character, communities, and businesses.
6. Inclusivity	Active travel routes and cycle parking facilities should be designed for everyone who might want to use them, including children, disabled people, and cargo-bike users. Facilities for equestrians should also be considered where appropriate.
7. Legibility	Active travel routes should be simple to navigate thanks to consistent design, placemaking, appropriate signage, good visibility splays and spaces free from clutter.

Active Travel Network

The Havering Active Travel Network is an aspirational plan for the Council and its partners to aim at building over the decades to come. It is made of a network of strategic and local active travel routes with safe junctions, as well as inclusive mobility hubs and people-friendly places. To function well, the active travel network should link key destinations and neighbourhoods.

The strategic active travel routes will aim to link neighbourhoods to stations, town centre, key employment areas and open spaces, and connecting to neighbouring boroughs active travel networks.

The identification of these strategic routes have been informed by the geographic context as well as TfL's strategic cycle analysis showing crow-fly routes with the highest potential for cycling and active travel. This strategic demand is presented in Figure 6-1.

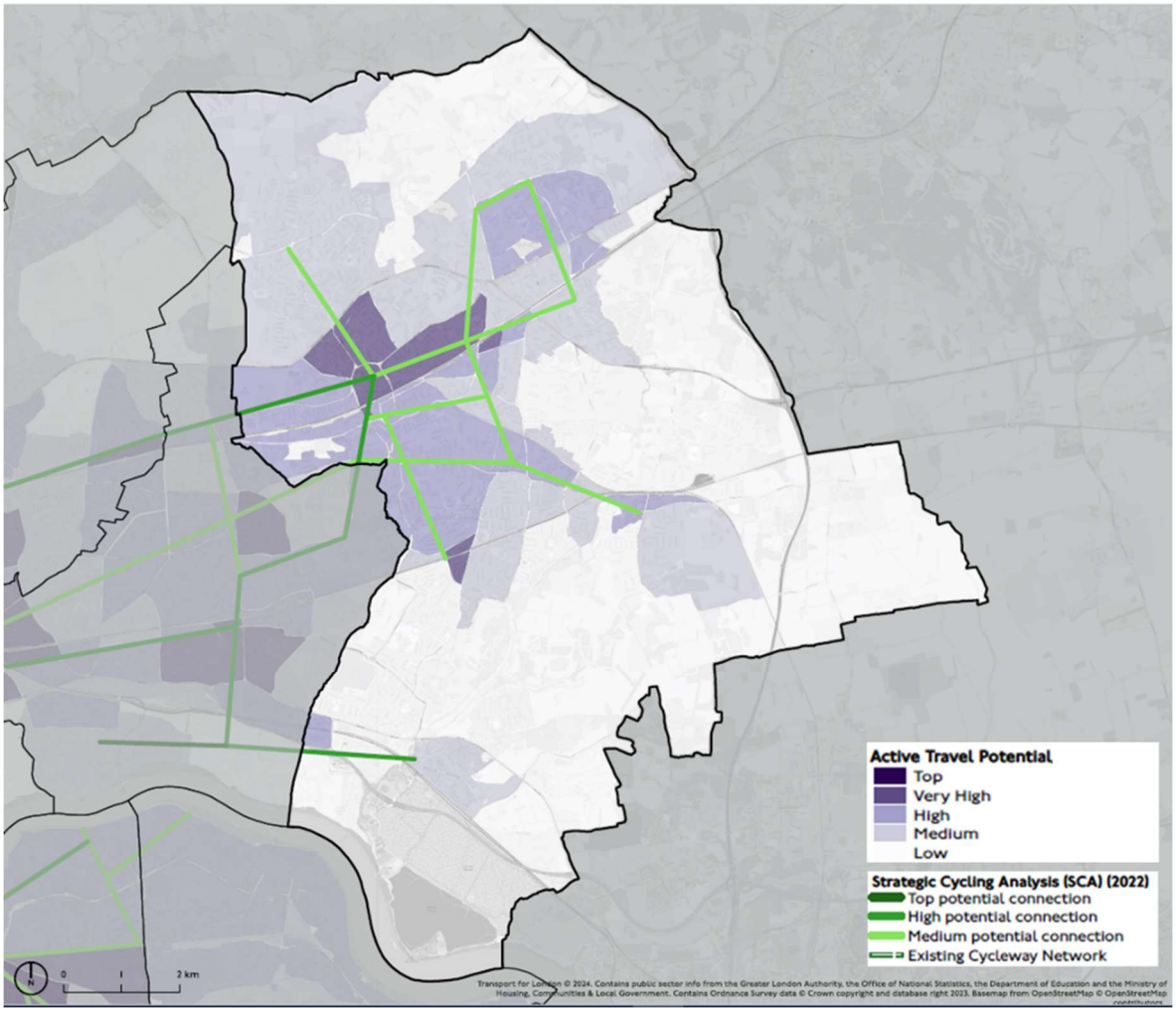


Figure 6-1 TfL Active Travel Potential and Strategic Cycle Analytics

To help with legibility all routes will signed using wayfinding signage. Lighting and public realm improvement plans will further help users navigate the network. Depending on locations, schemes may involve the installation or improvement of bus lanes, quietways / quiet lanes, cycle tracks, cycle lanes, active (walk and cycle) streets through healthy streets and liveable neighbourhoods principles, footways, shared or segregated paths, junctions, and crossings.

This includes exploring how to create new leisure routes, which could for example include following the borough's rivers (e.g. Ravensbourne, Rom, and Beam River valleys). Supporting measures may include bus stop bypasses, cycle contraflows, decluttering and removal of obstacles, railway bridge and underpass improvements.

This Active Travel Strategy sets out an aspirational travel network, with local routes accessing key urban centres within the borough. These strategic active travel corridors are shown within Figure 6.2 and combine priority routes connecting communities with key district centres and services within the borough, as well as facilitating connections along strategic corridors in neighbouring boroughs.

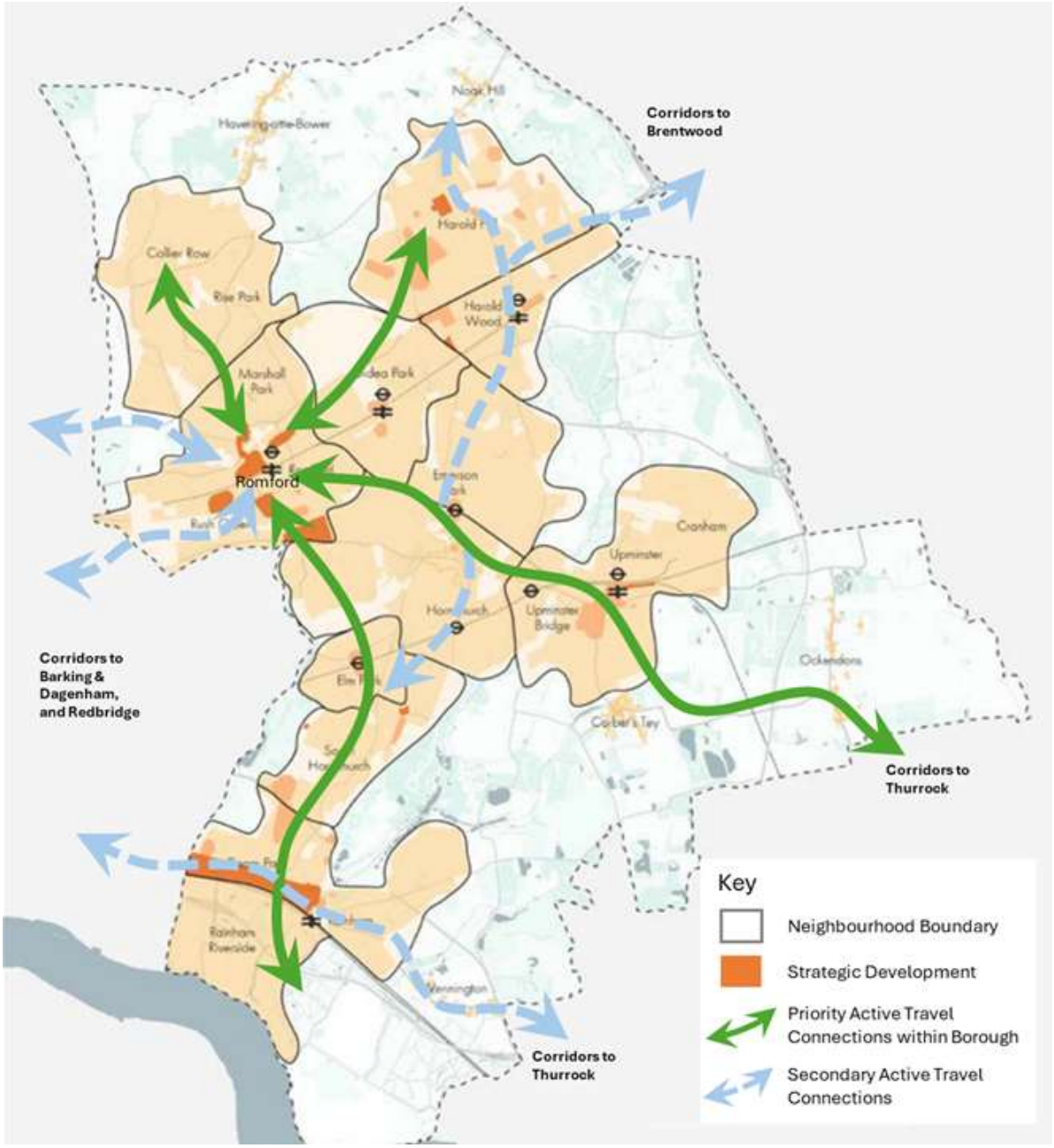


Figure 6-2 Strategic Active Travel Corridors

Some destinations such as schools, parks, local centres, employment areas and some stations which are spread throughout the borough will need a more refined network. The local active travel routes are a tighter and quieter network, essential to pedestrians and cyclists that may not want to travel on main roads.

They may be made of active (walk and cycle) streets through healthy, green neighbourhoods, paths through open spaces, quiet lanes in rural settings or protected infrastructure through employment areas. Supporting infrastructure projects may include advanced stop lines at junctions, cycle contraflows, modal filters, tactile paving, and step-free access at crossings, decluttering and obstacle removal, railway bridge and underpass improvement.

In partnership with parks and other green space landowners, Havering will seek to open, improve, connect, complete, signpost and promote walking and cycling paths throughout the natural open spaces of the borough.

It can be assumed that these strategic and local cycle routes will also be key routes for those who are walking.

Examples of the types of measures that will be implemented along these corridors to support walking and cycling are illustrated within Figure 6.3.

Figure 6-3 Example Walking and Cycling Physical Infrastructure

Cycling Infrastructure

Cycle Tracks and Quietways

A central component of the active travel strategy will be improving provision for safer cycling across Havering. The intention will be to develop a coherent network of cycling infrastructure comprising of segregated cycle tracks, advisory cycle lanes, and quietway cycle lanes.

A plan illustrating an indicative quiteway network which broadly aligns with the strategic demand identified TfL's strategic cycling analytics is set out in Figure 6.4.

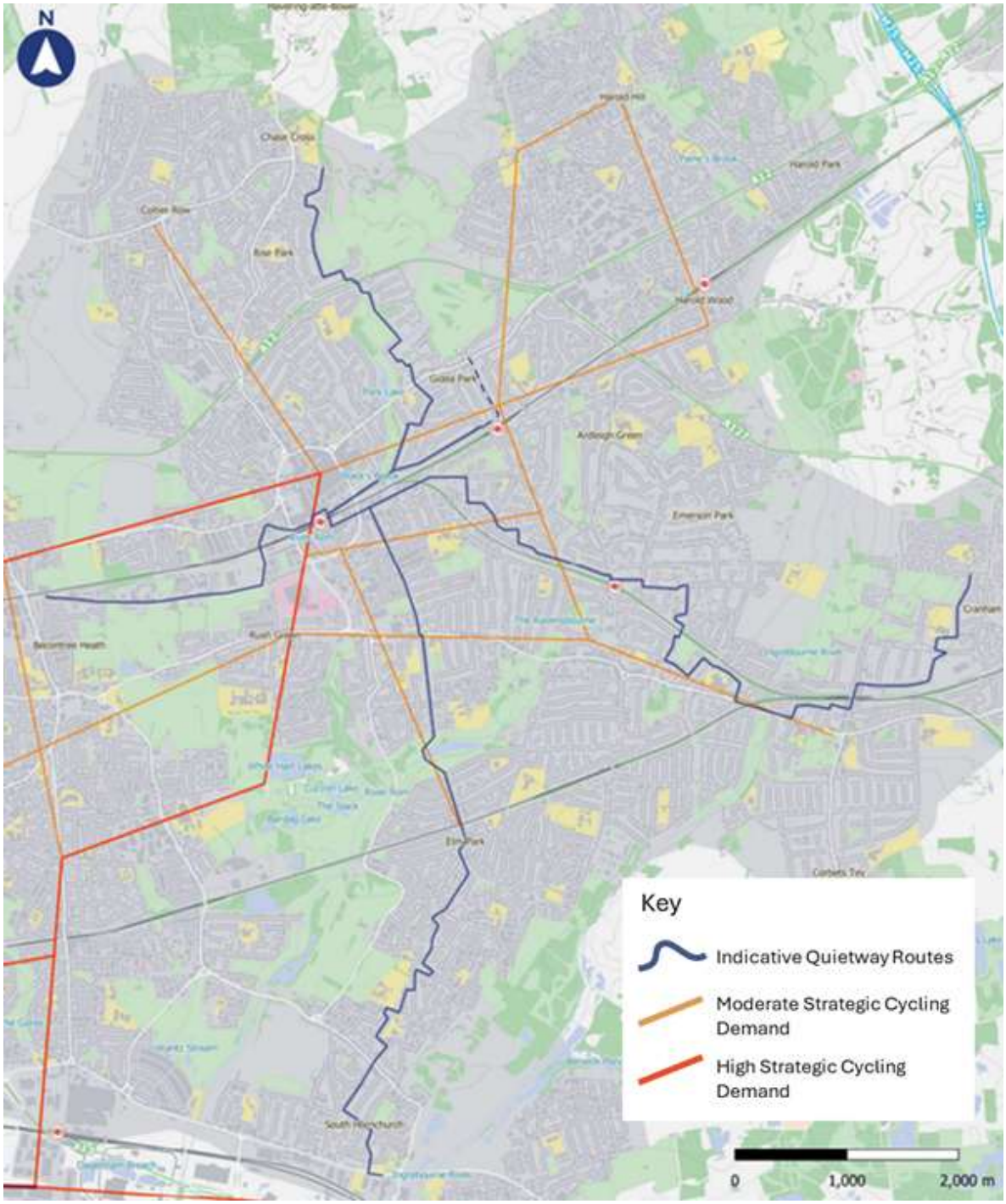


Figure 6-4 Indicative Quietway Network

The development of Havering's segregated cycle network will align with the strategic demand (Figure 6-1) and the borough's specific priorities for improving north-south connectivity. The intention is for the development segregated infrastructure to be coordinated with quietway network as this is the most efficient way of establishing a coherent network of cycling routes in Havering.

The borough's work in delivering segregated cycling infrastructure will be focused initially on the delivery of schemes on Main Road and Marsh Way.

Cycle parking and hire

Havering will continue to install cycle stands and cycle hangars to meet standards and demand, including to park non-standard vehicles such as cargo-bikes and tricycles.

Havering will continue to monitor cycle hire schemes that are taking place in other London Boroughs and will consider the scope for implementing such schemes in the borough should demand require them.

Access Control Barriers

Havering will work with the Walk Wheel Cycle Trust to remove barriers from the National Cycle Route network within the Borough.

The use of cycle access controls within Havering will align with LTN 1/20 and best practice guidance provided by TfL's Cycle Design Guide and Walk Wheel cycle Trust (formerly Sustrans) documentation. This is required to support the Councils obligations under the Equality Act (2010) so that access is not restricted for legitimate users and will ensure that LBH will be eligible for national funding programmes relating to the improvement of cycling infrastructure throughout the borough.

There will a presumption against the introduction of new restrictive access control measures, unless there is a persistent and significant safety or personal security concern raised. In such cases, it must be demonstrated that alternative measures to discourage anti-social behaviour have been fully explored. The use of access control measures must be proportional to the anti-social behaviour observed, provide for a minimum level of accessibility for all in accordance with the Council's equality obligations, and should only be used as a last resort.

Interchange hubs

To increase access to public transport and facilitate intermodal travel, Havering and its partners will continue to improve accessibility and install cycle improved cycling facilities at stations, close to bus stops, within key retail and employment areas including the business improvement districts, essential services, parks, and town and district centres.

Last mile hubs

Havering will explore the creation of last mile hubs and logistics consolidation centres, to facilitate zero-emission deliveries made by alternative vehicles (e.g. small electric vehicles and cargo-bikes). They may be combined with local refuse/recycling points. Suitable locations could include car parks, industrial estates, and vacant properties. The installation of 'dark stores' and 'dark hubs', which are distribution centres exclusively for online shopping, will be regulated to prevent any nuisances.

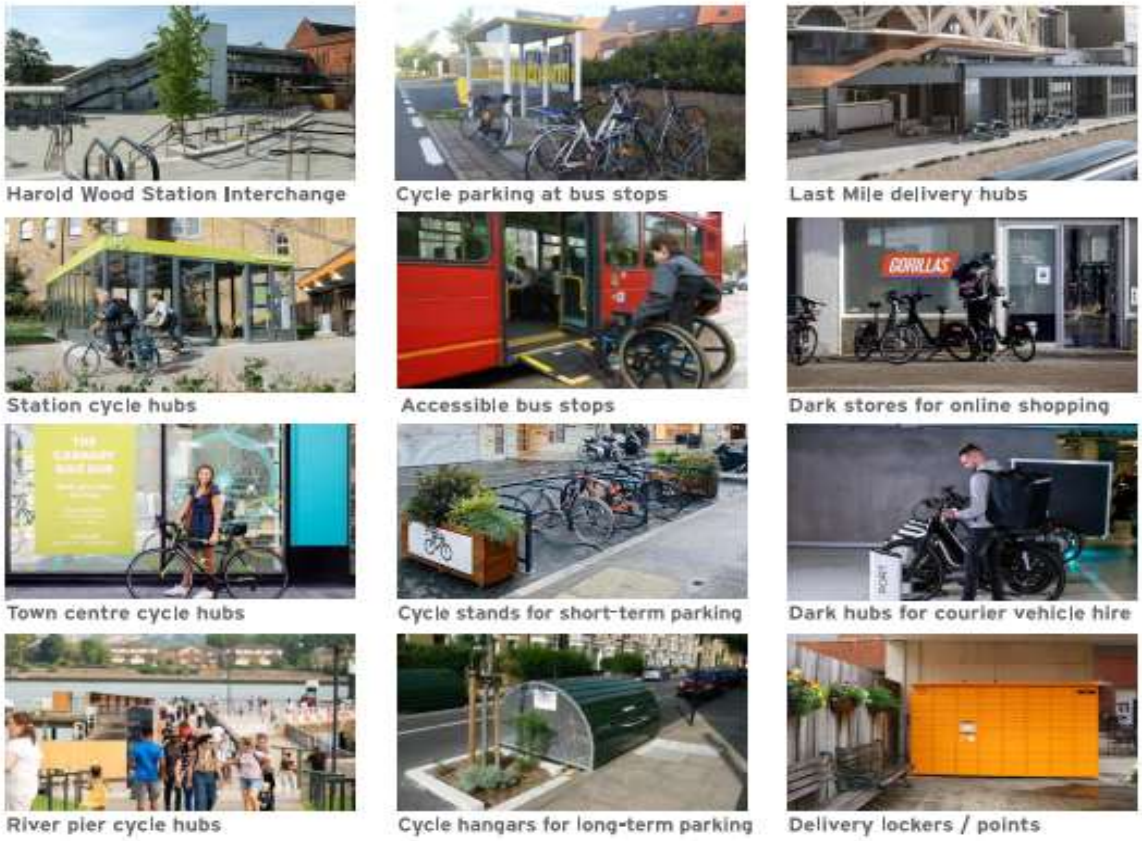


Figure 6-5 Example Cycle Parking and Mobility Infrastructure

Inclusive Design Principles

Active travel infrastructure delivered within the London Borough of Havering must be designed and implemented to be fully inclusive, ensuring that all residents and visitors can safely and confidently use our network.

All schemes are required to incorporate high-quality surface treatments, continuous and well-aligned dropped kerbs, appropriate widths for two-way movement, accessible crossing facilities, step-free connections, and gradients that meet best-practice accessibility standards.

Designs must support the use of mobility aids, adapted and non-standard cycles, and other wheeled devices, and should avoid physical barriers or restrictive infrastructure unless essential for safety. Where access controls are considered, designers must evidence that inclusive alternatives have been assessed and that barrier-free movement has been prioritised wherever feasible.

All decisions relating to inclusive design must be aligned with the Council's statutory duties under the Equality Act 2010, including the Public Sector Equality Duty, which requires the Council to eliminate discrimination, advance equality of opportunity, and foster good relations between people with different protected characteristics. Designers must therefore demonstrate, within scheme documentation, how inclusive design considerations have informed option development, appraisal, consultation, and final design, ensuring that active travel infrastructure contributes to a fair, accessible and equitable transport network for the borough.

People-friendly Places

Creating attractive people-friendly places where there are interesting things to see and do is key to encouraging people to walk and cycle as well as spend time outside to relax, meet, shop, play or exercise. This will be achieved through enhancing streets and public spaces, managing traffic, reducing clutter, improving the public realm, greenery, lighting, shop frontages, and making space for local businesses and community events.

Healthy active travel network

Whenever possible, active travel infrastructure schemes will be designed to enhance their environment (e.g. community facilities, green infrastructure, sustainable drainage).

Town centres and local centres improvement

A study by the UK Department for Transport has shown that the introduction of active travel facilities combined with public realm improvements could boost footfall and trading by up to 40%[15].

In addition to the adopted Romford Town Centre Masterplan SPD, masterplans are also being developed for Rainham, Harold Hill and Hornchurch town centres and further plans could be created for other Havering town centres and local centres. While masterplans are being developed, temporary or experimental measures could be introduced (e.g. temporary cycle lanes, pedestrianisation and parklets) as proposed in Havering Town Centre Recovery Plans.

Station plazas and approaches

In line with Harold Wood and Gidea Park station upgrades, Havering will seek to improve further stations to create welcoming public spaces with seating, planting, step-free access and cycle parking.

Healthy school environments

Around schools, Havering will explore how to create an attractive environment for parents, carers and children to meet, sit, park bikes/scooters, enjoy nature and play.

Public realm & greening projects in neighbourhoods

When streets have less traffic, they become more welcoming for walking and cycling, safer for children to play outdoors, more pleasant for people to meet and sit outside. There is more space to install green facilities such as pocket squares, pocket parks, parklets, rain gardens and playgrounds.

Facilities in open spaces

In partnership with the LBH Parks team, Havering will explore how to improve, multiply and promote free informal recreation and leisure amenities that attract and encourage people to walk, wheel, cycle, run or move in the outdoors. This could be achieved through the provision of nature/art trails, skate parks, playgrounds, outdoor gym equipment, community gardens and community sports facilities)

[15] *Active-Travel-Rapid-Evidence-Review.pdf (whatworksgrowth.org)*

Figure 6-6 Example Public Realm and Open Space Facilities

Night-Time Economy & Safety

The Council recognises the importance of a safe, accessible and welcoming night-time environment in supporting the borough's cultural, social and economic vitality. Active travel infrastructure plays a central role in enabling residents, workers and visitors to move confidently between evening and night-time destinations, including town centres, transport hubs, leisure venues, workplaces, and residential areas. To support a thriving, inclusive and sustainable night-time economy, the Council will seek to ensure that all active travel schemes contribute positively to safety, comfort and accessibility after dark.

Active travel routes must be designed to provide safe, legible and high-quality connections throughout the evening and night-time hours. This includes prioritising well-lit, direct and overlooked pathways; creating coherent and intuitive wayfinding; minimising isolated or visually obstructed areas; and ensuring that essential amenities such as secure cycle parking, pedestrian crossings and interchange points remain accessible and safe to use.

Within the night-time economy, the needs of all users must be considered, including those working late or travelling home after night-time activity. The Council acknowledges that women and girls continue to experience disproportionate barriers to feeling and being safe after dark, and therefore their experiences must be integral to planning and operational decision-making. This includes recognising that fear of harassment, intimidation or unsafe environments can limit participation in the night-time economy and affect travel choices. Accordingly, all schemes must embed design and management measures that enhance safety and reduce both actual and perceived risk.

In line with the Council's statutory duties under the Equality Act 2010, active travel schemes must consider the needs of people with different protected characteristics, recognising how factors such as disability, age, sex, pregnancy and maternity, race, and other intersecting vulnerabilities may influence access, safety and confidence when travelling, particularly after dark.

Designers must demonstrate how proposals advance equality of opportunity, eliminate discrimination, and foster good relations through thoughtful, inclusive design and operational planning.

By embedding these principles throughout active travel planning, design, delivery and management, the Council aims to create a night-time environment where residents and visitors can move freely, participate fully, and feel confident doing so by walking, wheeling or cycling.

Equestrians

The Council acknowledges equestrians as non-motorised users and mandates that active travel projects address equestrian needs where routes meet bridleways or established riding areas. This may include appropriate surfacing, safe crossing arrangements, sightlines, and engagement with relevant user groups throughout design development.

Theme 2 – Collaboration, Engagement, Behaviour Change and Outreach

While infrastructure can increase walking, wheeling, and cycling on its own, combining this with behaviour change interventions can have a complementary effect, resulting in greater numbers and diversity of people using it.

Havering will empower individuals, organisations, and businesses to make conscious travel choices that positively impact their own lives and the world we share. Let's take steps, wheel our way, or pedal forward to a greener and healthier future!

Communication and promotion

A branding and communication plan will promote active travel amongst a wide range of the population living, working, and visiting Havering. Schemes and events will be shared, and successes will be celebrated. Progress will be monitored and shared.

Cycle training

Havering will continue to offer training in schools through the TfL Travel for Life programme and to anyone who lives or works in the borough.

Community and business engagement

Havering will continue to work with communities and businesses to support them in transitioning to using more sustainable modes of transport, by using incentives, grants, events, through the Active Travel Forum.

Travel plans and accreditations

Havering will continue to support schools, public services, organisations, and businesses to develop and monitor their travel plans and receive accreditations.

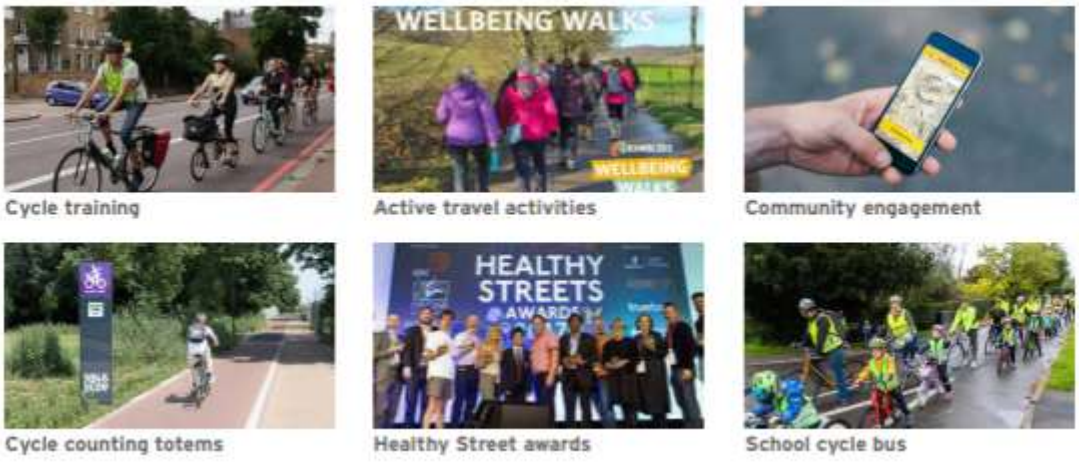


Figure 6-7 Example community Active Travel Initiatives

Travel Information

Havering will review the existing borough-wide wayfinding signage and identify where there is a need for upgrades or enhancements and subsequently to plan and install these in conjunction with wider wayfinding policy. In addition to physical information, travel information can be provided through digital and printed information.

Existing initiatives and resources provided by the Council, service operators, and Mobility as a Service (MaaS) Apps, can be better promoted on Havering's website. There is potential to increase public access to this information through the Council's Earthlight digital mapping tool, in addition to promotion through resident bulletins such as 'Living' magazine.

Wayfinding signage

Living magazine

Figure 6-8 Example Travel Information

Theme 3 – Traffic Management, Road Safety and Road Operations

Managing motorised traffic is key to ensure the success of Havering Active Travel Strategy and creating healthy streets. These measures also support the Council's wider safeguarding responsibilities by creating street environments that reduce risks for children, older adults, and others who may be vulnerable.

Walking and cycling are the healthiest and most sustainable ways to travel, either for whole trips or as part of longer journeys on public transport. A successful transport system enables more people to walk, wheel, and cycle and encourages them to do so more often. This will only happen if we can reduce the volume and dominance of motor traffic and improve the experience of being on our streets.

People should not feel worried about road danger or experience threats to their personal safety. Reducing noise and other impacts of motor traffic directly benefits physical and mental health, and supports the creation of safe, welcoming places that protect and promote the wellbeing of all users.

A package of measures from those outlined below will be selectively and sensitively developed through the Local Implementation Plan process to complement the Active Travel Strategy objectives and address local needs. These types of measures help create safer, more attractive environments that support increased walking, wheeling and cycling. Any future schemes will be carefully targeted, sensitively designed, and subject to consultation to ensure they respond to local needs and are backed by robust evidence. Their purpose will not be to restrict car use, but to enhance safety, reduce road danger and contribute to healthier, more liveable neighbourhoods across Havering.

Traffic volume and access

Lessening the volume of motorised traffic, especially on key walking and cycling routes, will create safer and more accessible streets. Reducing traffic in areas heavily used by children and adults with mobility or sensory needs also helps reduce risk and supports the Council's safeguarding duties.

Traffic management measures such as Liveable Neighbourhoods and related modal filters and bus gates in residential and retail areas, supported by School Streets, regular Play Streets, and timed or permanent Pedestrian & Cycle Zones will be considered, where appropriate and needed. These schemes will improve safety in residential and community areas in line with the Council's commitment to protecting vulnerable road users and promoting healthy, active lifestyles.

Traffic speed and priority

Speed is a key road danger factor in traffic. Higher driving speeds lead to higher collision speeds and more severe injuries on vulnerable road users such as pedestrians and cyclists.

Traffic speeds can be reduced by designing streets that naturally slow vehicles, using measures such as traffic-calming features, signage and markings, 20mph limits and the introduction of quiet lanes in rural areas, where appropriate. These approaches prioritise people walking, wheeling, and cycling, as well as other vulnerable road users. Reducing vehicle speeds in sensitive locations also helps prevent serious injuries and supports safeguarding objectives by protecting those most at risk, including children and older adults.

Safe System (Vision Zero)

A comprehensive Safe System plan will be developed to ensure road safety for all.

Parking management

Controlling access to parking facilities helps to reduce traffic and in particular short-term journeys. Directing drivers to car parks with good walking, cycling or public transport connections can also help reducing the amount of parking spaces needed in town centres and neighbourhoods and making space for community facilities.

Interaction with large vehicles

Cyclists and pedestrians involved in a collision with large vehicles are more likely to be killed or seriously injured due to these vehicles' mass and weight. Buses and trucks also have zones of limited visibility. Freight, construction, waste collection, bus and emergency vehicle circulation plans and schemes can help to manage volume, access, and interaction with vulnerable users.

Traffic-related pollution and noise

Clean streets with low carbon emission and noise levels are an important condition to offer a welcoming environment to people walking, wheeling, and cycling. Noise and emission reduction plans and schemes will help to achieve this.

Roadworks and construction sites

Making sure active travel remains convenient and safe during road works and around construction sites is essential.

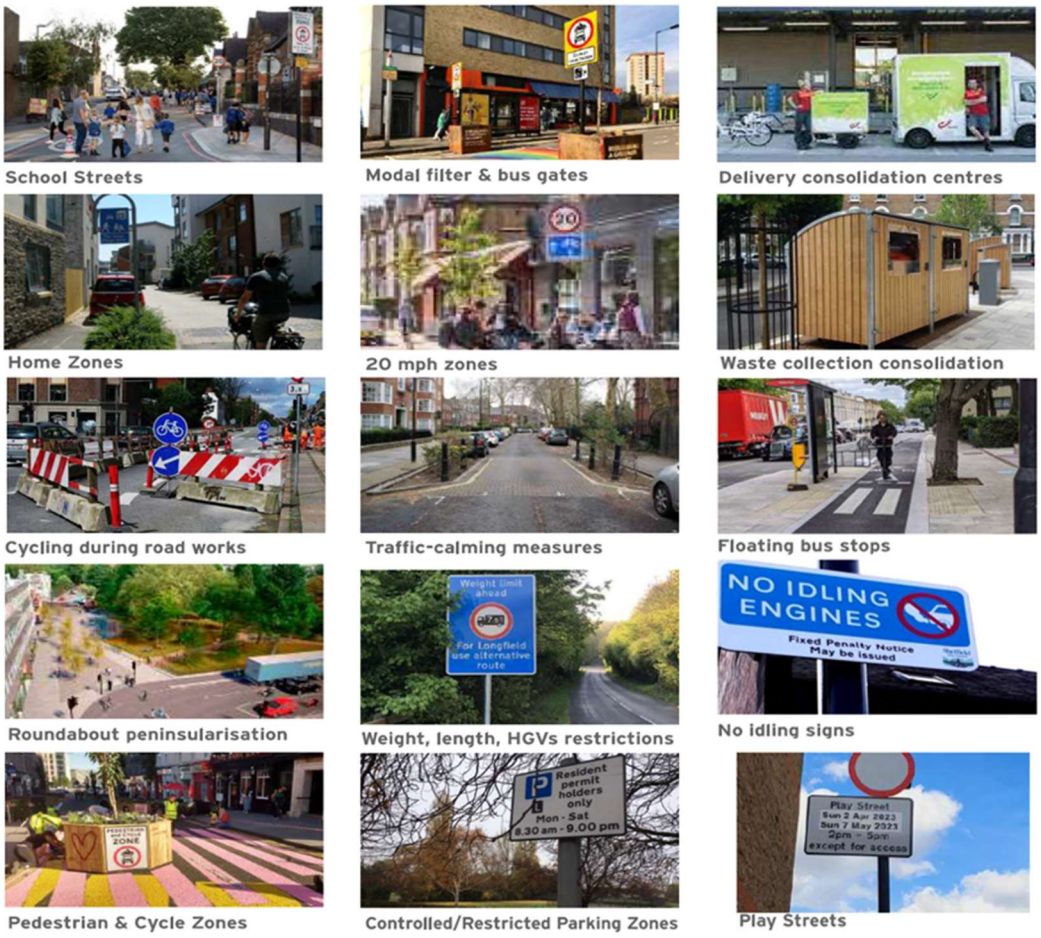


Figure 6-9 Example Traffic Management and Road Safety Interventions

Theme 4 – Micromobility & Access to Cycles

Having the right equipment is key for people to walk, wheel or cycle using the active travel infrastructure. Havering will seek to help people, organisations, and businesses to access cycles, micromobility vehicles and mobility aids in several ways.

Help to try and own

For long-term use, existing and new schemes will be supported in partnership with providers. Schemes may include Cycle Rentals, Bikes Giveaway, Bike2Work, Mobility Aid Access, All Ability Clubs, Swap to Cargo.

Hire and rental schemes

Shared hire schemes make cycles and other micromobility vehicles accessible to those who may not have the means or space to own a bike. They also bridge the gap between public transport stops and final destinations and can attract tourists and encourage local exploration. The council is monitoring existing micromobility use and trials in other London boroughs and will explore schemes if the demand is there. Schemes may include things like Santander bikes, monthly cycle rentals, Brompton docks, park cycle hires, green utility vehicle hires, and mobility scooter hires.

Active travel services

Havering will continue to work with businesses, organisations, and public services, including its own, to multiply services related to or made by active travel across the borough. This may include cycle taxis, cycle shops, cycle cafés, cycle deliveries, cycle marking and maintenance, cycle recycling and active public and emergency services.

Cycle responders

Dr Bike Maintenance session

Cycle hire in parks

All Ability Club

Bike shop with cafe area

Figure 6-10 Example Access to Cycle Initiatives

Theme 5 – Policy, Design Guidance and Data

Strategic planning and policy teams will work to ensure a coordinated approach across the borough and across multiple sectors including transport, highways and parking, public realm and environment, housing and economy, public health, education, human resources, employment and skills, social care, and community. Active travel benefits all sectors directly or indirectly as explained in the introduction and will therefore help to meet goals set in several existing strategies.

When it is time to review existing policies, Havering will make sure that they also support improving active travel conditions in the borough as much as possible. New plans, strategies and guides can also ensure Havering Active Travel Strategy successful implementation. The Strategy identifies existing documents to adapt and review overtime, and new documents to consider creating.

Linked to the identification of active travel demand, the borough will work with partners and use existing data sources to better understand active travel behaviours and usage to shape and progress future measures.

Public Realm Design Guide

Winter Service

Waste collection management

Figure 6-11 Example Policies/Guidance Associated with Active Travel

Theme 6 – Funding

The delivery of active travel infrastructure in Havering will rely entirely on the Council's ability to secure and manage external funding. Achieving the ambitions of this Strategy requires a proactive, evidence-led and partnership-driven approach to investment, supported by clear monitoring and transparent reporting. The availability of funding and the priorities of national and regional bodies will continue to evolve; therefore, the Council will maintain a flexible and responsive funding pipeline to maximise opportunities as they arise.

The success of this Strategy relies not only on securing funding but also on strong collaboration. The Council will work closely with Members, developers, businesses, schools, community organisations and wider partners to strengthen funding bids, support co-delivery and ensure that schemes reflect local priorities. Funding and partnership working are therefore inextricably linked, with each reinforcing the other.

The Role of the Local Implementation Plan (LIP)

The Local Implementation Plan (LIP) is the principal funding mechanism for delivering active travel and transport improvements in Havering. Through the LIP, the Council translates the Mayor's Transport Strategy (MTS) into local action and receives Transport for London (TfL) funding based on its delivery plan.

LIP investment is targeted towards schemes that support walking, cycling and public transport and reduce reliance on private vehicles. Boroughs must demonstrate alignment with Healthy Streets principles, MTS mode share targets, and Vision Zero objectives. Funding is secured by submitting detailed proposals setting out scheme locations, core measures delivered, and anticipated outcomes. TfL assesses these against strategic criteria to ensure schemes deliver measurable benefits for safety, accessibility and sustainable travel, as set out earlier in this strategy.

The themes set out within this strategy provides the evidence-based framework that aligns borough priorities with MTS and Healthy Streets objectives, ensuring that Havering can deliver high-impact schemes to maximise LIP investment.

Other External Funding Sources

While the LIP forms the primary mechanism for delivery, to support the development and implementation of active travel initiatives, the Council will undertake regular identification and pursuit of external funding sources, including but not limited to:

Developer Contributions (Section 106)

Secured to deliver active travel improvements necessitated by new development. Planning and growth teams will work collaboratively with developers to realise opportunities for enhanced connectivity and public realm improvements.

Community Infrastructure Levy (CIL)

Used, where appropriate, to fund strategic active travel improvements that support growth, place-making and healthy, sustainable communities.

UK Shared Prosperity Fund

Funding streams that support sustainable transport, economic development, carbon reduction and public health outcomes.

Diversification of Funding Sources

The Council will continue to diversify its external funding base to ensure resilience and reduce dependency on any single source. This could include but is not limited to preparation of bids for funding through the Thames Freeport and future national government funding programmes.

Identifying Demand and Building a Strong Case for Investment

Understanding existing and potential demand is fundamental to securing funding and prioritising investment. The Council will work with partners to gather and analyse active travel data to identify infrastructure needs and strengthen funding submissions. Demand evidence will:

- support robust business cases
- help prioritise high-need areas
- demonstrate value for money
- strengthen alignment with TfL and national priorities
- support long-term monitoring of scheme outcomes

Monitoring

A robust monitoring and reporting framework will underpin all externally funded programmes. This ensures accountability, transparency and good governance, while supporting ongoing engagement with Members, partners, stakeholders and the wider community. Monitoring of Active Travel Strategy outcomes will align with the Healthy Streets Approach and established Local Implementation Plan (LIP) reporting processes, enabling measurable, consistent and comparable assessment of progress.

Recognition and awards

Havering, together with our delivery partners, will seek recognition and awards for high-quality active travel schemes and initiatives. Such recognition enhances the borough's reputation, supports future funding bids, and encourages innovation, high design standards and continuous improvement.

Chapter 7 – Action Plan

Action Plan

The active travel action plan is presented below by each of the seven themes, along with the expected timeframe and wider policy alignment. In many cases the actions set out rely upon external funding being secured. This timeframe could therefore be subject to change depending upon the availability of funding throughout the lifespan of the strategy.

The abbreviations for the policy documents are as follows: Climate Change Action Plan (CCAP), Healthy Weight Strategy (HWS), Air Quality Action Plan (AQAP), Havering Local Plan (HLP).

Theme 1 – Infrastructure, physical routes, and network development

Sub-theme	Action	Timeframe	Policy alignment
Baseline	Undertake a data-led review to identify the potential for interchange hubs across the borough and key locations to create a long-list to offer locations for interchange between public and active transport as well as offering enhances community facilities	Year 2	CCAP – T27, HWS – Obj 4, AQAP – 2.1.2.1 HLP – 2.2.11
	Undertake a review of industrial areas to understand where pedestrian and cycle improvements may be required alongside access to bus stops within these areas.	Medium term (3 – 6 years)	CCAP – T10, HWS – Obj 4, AQAP – 2.1, HLP – 9.1.8
	Review of strategic routes which have the potential to provide cycle connections across the borough.	Medium term (3 – 6 years)	CCAP – T10, HWS – Obj 4, AQAP – 2.1, HLP – 2.2.13
	Undertake a cycle parking review and ensure there is cycle parking at all places of worship, medical centres, and community facilities	Quick win (under a year)	CCAP - T21 HWS – Obj 4 AQAP – 2.21 HLP – 10.2.10
	Undertake an active travel audit to identify sites of interest in the borough.	Year 1	CCAP – T19 HWS - Obj 4, AQAP – 2.5 HLP – xv

Sub-theme	Action	Timeframe	Policy alignment
Development	Explore how to make school environments more people-friendly even when located along main roads to encourage walking and cycling to school	Annually (through school travel planning process)	CCAP – T18 HWS – Obj 6 AQAP – 4.2 HLP – vii
	Explore how to make every station in the borough more attractive and convenient to use, to encourage walking and cycling access and better use of public realm	Year 3	CCAP – T10, HWS – Obj 4, AQAP – 2.11 HLP – 6.120
	Identify local routes suitable for quietways and healthy streets interventions	Medium term (3 – 6 years)	CCAP – T21 HWS – Obj 4 AQAP – 2.11 HLP – 10.1.5
	Overlay data with identified strategic routes to prioritise infrastructure and interact with other schemes to ensure cohesive wider network development	Medium term (3 – 6 years)	HWS – Obj 4, AQAP – 2.1.2.1 HLP – 2.2.11
	Identify schemes which will support future demand, attract users, and encourage people to be active walking, wheeling, and cycling	Annually (through LIP process)	CCAP – T10 HWS – Obj 4 AQAP – 2.1.2.1 HLP 2.2.11
Design	Review obstacles to accessibility on all existing active travel infrastructure	Year 2	CCAP- T10 HWS – Obj 4 AQAP – 3.10 HLP – xi
	Identify scheme components consistent across the borough which will promote active travel in attractive community spaces such as pocket squares or pocket parks including planting with sustainable drainage, seating, cycle parking, play, art, and wayfinding features.	Year 3	CCAP – T18 HWS – Obj 4 AQAP – 2.1.2- 1 HLP – 2.2.11
	Conduct feasibility studies for identified prioritised schemes	Medium term (3 – 6 years)	CCAP – T14 &T17 AQAP - 1.3, 2.8, 4.2, 4.10 HLP - 10.1.4 & 12.8.3

Theme 2 – Collaboration, engagement, and outreach

Sub-theme	Action	Timeframe	Policy alignment
Collaboration	Work with local organisations to put together an exciting yearly calendar of events and activities supporting active travel (e.g. Car-free Days, Park(ing) Day, Cycle to Work Day, Play Streets, Cycle Secure Week, Havering Wellbeing Walks, Cycle Summer Schools, All Ability Cycling Clubs, Family Bike Rides, London Cycle Show, European Mobility Week, iBike, Big Pedal, Bike Week).	Quick win (under a year)	HWS – Obj 1 AQAP - 2.1 HLP – xii
	Support events led by the Police to help people to mark their bikes with BikeRegister and protect them from theft.	Quick win (under a year)	HWS – Obj 4 AQAP – 2.1 HLP – 10.2.10
	Development of staff travel plan to promote active travel and identifying how council services can utilise active travel initiatives and networks	Medium term (2 – 4 years)	CCAP – T10 HWS – Obj 4 AQAP – 3.10 HLP - 6.2.14
	Support organisations, workplaces, business improvement districts, amongst others to develop and improve their travel plans	Annually (through LIP)	CCAP – SC27 HWS – Obj 4 AQAP – 2.3 HLP – xii
Outreach	Work with the council's communications team to promote existing and emerging active travel schemes and initiatives - directing residents and businesses to the Council website and other organisations to promote active travel	Quick win (under a year)	CCAP – SC27 HWS – Obj 4 AQAP – 2.3 HLP – xii
	Support schools to develop initiatives for future behaviour change by interacting with communities.	Annually	CCAP – T18 HWS – Obj 6 AQAP - 4.2 HLP – vii

Engagement	Develop an Active Travel Forum bringing representatives from a wide range of walking, cycling and other sustainable travel organisations and ensure the group reflects Havering as a borough.	Quick win (under a year)	CCAP – SC27 HWS – Obj 4 AQAP – 2.3 HLP – xii
	As part of the engagement process around the development of this strategy, and then on a regular basis, consult community groups and the public to gain clarity on the barriers existing to active travel in the borough to adapt solutions to local needs.	Annually	CCAP – SC27 HWS – Obj 4 AQAP – 2.3 HLP – xii
Travel Information – Physical Information	Review existing borough-wide wayfinding signage and identify where there is a need for upgrades or enhancements, plan and install these in conjunction with wider wayfinding policy	Year 2	CCAP – t18 HWS – Obj 4 AQAP – Policy 2 HLP – 2.1.2, 9.1.9
Travel Information – Digital/Printed information	Ensure Active Travel initiatives are presented within the 'Living' magazine in every issue	Quarterly	CCAP – SC28 HWS – Obj 4 AQAP – Policy 2 HLP – 12.1.1
	Engage with and promote TfL active travel campaigns and information	Quick win (under a year)	CCAP – T10 HWS – Obj 4 AQAP – Policy 2 HLP – 12.1.1
	Create a designated active travel space on the Borough website to promote and detail council initiatives	Quick win (under a year)	CCAP – SC25 HWS – Obj 4 AQAP – Policy 2 HLP – 12.1.1
	Get cycle parking added to the internal asset inventory and added to the Earthlight mapping system	Quick win (under a year)	HWS – Obj 4 AQAP – 2.21 HLP – 10.2.10

Theme 3 - Traffic Management and Road Safety

Sub-theme	Action	Timeframe	Policy alignment
Traffic Management	Undertake a strategic road safety review across the whole borough to identify locations for further assessment and commission annual reporting of hotspots	Year 1 and annually	CCAP – T21 HWS – Obj 4 AQAP – Policy 2 HLP – Policy 16
	Conduct study on installing permanent or timed pedestrian and cycle zones at modal filter locations in neighbourhoods, and in town and local centres, including through the peninsularisation of roundabouts.	Long term (6+ years)	CCAP – T21 HWS – Obj 4 AQAP – 2 HLP – 16
Road Safety	As part of the Safe System measures, ensure rules are clearly shared with the public (e.g. communication on the new Highway Code and road user hierarchy, parking on footways and cycle lanes, use of modal filters, speed limits, parking, and idling restrictions)	Quick win (under a year)	CCAP – T10 HWS – Obj 4 AQAP – 2.3 HLP – Policy 16
	Explore the installation of quietways, giving pedestrians, cyclists, and horse riders the option for safer routes which are within lower traffic areas - include traffic-calming measures and speed limit.	Quick win (under a year)	CCAP – T10 HWS – Obj 4 AQAP – 2.1 HLP – Policy 16
	Review five of the identified most dangerous junctions and undertake assessment for potential pedestrian and cycling improvements	Year 1	CCAP – T29 HWS – Obj 4 AQAP – Policy 2 HLP – Policy 16
	Development of school streets in locations where they are not already in place in the borough	Annually	CCAP – SC23 HWS – Obj 6 AQAP – 4.2
	Identify potential healthy streets schemes in town centres and residential areas that will address rat- running and prioritise active travel through developing people friendly areas and looking for opportunities to support applications for Play Streets	Year 1 and review every 3 years	CCAP – T10 HWS – Obj 4 AQAP – 2.1 HLP – Policy 16
	Complete feasibility work to explore targeted introduction of 20mph speed limits and 20mph zones where it is appropriate to do so, to provide safer routes for walking and cycling.	Year 2	CCAP – T10 AQAP – 2.3 HLP – 12.1.1

Sub-theme	Action	Timeframe	Policy alignment
Road Operations	Ensure those involved with roadworks and other construction-related activities on Havering streets follow TfL guidance on temporary traffic management and construction logistics plans, to make sure active travel and access to public transport remains convenient and safe during road works and around construction sites.	Quick win (under a year)	CCAP – T8 HWS – Obj 4 AQAP – 2.3 HLP – Policy 16

Theme 4 - Micromobility and Access to Cycles/Wheeling

Sub-theme	Action	Timeframe	Policy alignment
Micromobility	Monitoring the success or otherwise of other cycle hire/dockless bike initiatives being delivered in other outer London boroughs with the view to exploring potential opportunities when there is the required demand for them	Annually	CCAP – P24 HWS – Obj 4 AQAP – 3.6 HLP – 2.1.2, 9.1.9
	Continuing to monitor the impact of e-scooter trials in other London Boroughs	Annually	CCAP – P24 HWS – Obj 4 AQAP – 3.6 HLP – 2.1.2, 9.1.9
Access to Cycles	Explore the potential for developing bike libraries to offer bikes for free to residents who do not have the resources to buy their own bicycles (ref. Big Birmingham Bikes giveaway, Greater Manchester Bike Libraries amongst others)	Years 1 - 3	CCAP – SC20, SC21 HWS – Obj 4 AQAP – 3.10 HLP – 6.1.16
	Expand the offering of the Try Before You Buy scheme within the borough - to include cargo-bikes to help people, organisations, and businesses to transport goods in a sustainable way	Quick win (under a year)	CCAP – SC20, SC21 HWS – Obj 4 AQAP – 3.10 HLP – 6.1.16
	Identify opportunities to work with third parties to upcycle and refurbish bikes which have been abandoned within the borough and/or saved from borough recycling centres	Quick win (under a year)	CCAP – W9 HWS – Obj 4 AQAP – 3.10 HLP – 12.7.1
	In partnership with the borough recycling services, support organisations and businesses that offer bike recycle and refurbishment services.	Annually	CCAP – W9 HWS – Obj 4 AQAP – 3.10 HLP – 12.7.1
Wheeling	Promote the government Motability Scheme helping residents with leasing a powered wheelchair or mobility scooter. Promote the NHS scheme helping residents to access walking sticks, walking frames, wheelchairs, and mobility scooters.	Quick win (under a year)	CCAP – T22 HWS -Obj 1 AQAP – 3.10 HLP – Policy 6

Theme 5 - Policy and Data

Sub-theme	Action	Timeframe	Policy alignment
Policy	Appoint a dedicated active travel officer who is responsible for active travel and sustainable travel initiatives across the borough, as well as travel plan monitoring.	Year 1 - 2	CCAP – T10 HWS – Obj 4 AQAP – 2.1 POS – 4.1
	When future traffic parking and safety schemes are developed consider the objectives of the active travel strategy	Annually	CCAP – T21 HWS – Obj 4 AQAP – 2.21 HLP – 10.2.10
	Work with Business Improvement Districts (BIDs) to ensure a coordinated approach on transport (e.g. active travel routes, cycle parking, traffic management, deliveries and servicing, waste management, public realm improvement, behaviour change) through the development of workplace travel plans and identification of active travel schemes.	Year 1 and then annually	CCAP – T27 HWS – Obj 2 AQAP – 2.3 HLP – 2.1.2, 9.1.9
	Collect ongoing data of cycling, walking, and wheeling within the borough alongside accident data, speed data, air and noise pollution and perceptions of safety - and ensure that trends and progress are regularly communicated internally at the council and to the community and stakeholders.	Year 1 and then annually	CCAP – SC26 HWS – Monitoring, & evidence. AQAP – 1.2 HLP – 12.1.1
	Develop a strategy for implementing infrastructure to support cycling and wheeled urban sports - supporting in animating public spaces, rebalancing the use of streets, and providing natural surveillance	Year 2	CCAP – T21 HWS – Obj 4 AQAP – 2.21 HLP – 16
	Develop a strategy for longer term wayfinding as other projects are identified and constructed	Year 3	CCAP – SC27 HWS – Obj 4 AQAP – 2.3 HLP – XII
	Develop a Sustainable Behaviour Change Strategy, incorporating existing initiatives and drawing upon data collected as part of this action plan. Ensuring that the council and other stakeholders are working together to deliver coordinated information	Year 3	CCAP – SC27 HWS – Obj 4 AQAP – 2.3 HLP – XII

Sub-theme	Action	Timeframe	Policy alignment
	Undertake a cycle hub and/ or last mile delivery study - developing 'dark hubs' similar to other boroughs providing a mix of green delivery vehicles including cargo-bikes.	Medium term (3 – 6 years)	CCAP – T14 AQAP – 2.3 HLP – IX
Data	Undertake annual pedestrian and cycle counts and travel surveys to understand the uptake of walking and cycling in different demographic groups	Quick win (under a year)	CCAP – T10 HWS – Obj 9 AQAP – 2 HLP – 23
	Produce a common paragraph and question for engagement linking to active travel which can be implemented in all public engagement across the borough	Quick win (under a year)	CCAP – T27 HWS – Obj 4 AQAP – 2.3 HLP – XII
	Monitor the impact of active travel infrastructure and initiatives on the wider transport network in the borough by collecting traffic counts, accident figures, air quality, amongst other metrics	Year 1 and then annually	CCAP – SC26 HWS – Monitoring AQAP – 2.3 HLP – 23
	Identify demand for new routes associated with new development, population growth and modal shift	Medium term (3 – 6 years)	CCAP – T10 HWS – Obj 2 AQAP – 2.3 HLP – XII

Theme 6 - Funding and Awards

Sub-theme	Action	Timeframe	Policy alignment
Funding	Engage with the borough planning department and developers to seek funding for active travel connecting new developments	Quick win (under a year)	CCAP – T21 HWS – Obj 4 AQAP – 1.1, 4.11 HLP - 8.5.2
	Maximise funding available for active travel initiatives through the identification of funding sources to support active travel initiatives	Annually	CCAP – SC21 HWS – Obj 4 AQAP – 1.1, 4.11 HLP – 6.1.16
	Demonstrate the Council's ability to deliver high-quality Local Implementation Plan schemes and identify demand and need for active travel infrastructure to increase access to funding through TfL's LIP programme.	Year 3	CCAP – SC21 HWS – Obj 4 AQAP – 1.1, 4.11 HLP – 6.1.16
Awards	Seek recognition for Havering active travel projects (e.g. Healthy Streets Awards, Planning Awards, London Cycling Campaign's Awards, London Transport Awards, New London Awards, CIHT Healthy Transport Awards). Aim to rank higher on the Healthy Street Scorecard scale.	Quick win (under a year)	CCAP – SC21 HWS – Obj 4 AQAP – 2.5 HLP – Policy18

Budget

Schemes identified within the action plan will require funding through a variety of mechanisms including, where appropriate, through existing resources or through external funding sources. Several potential funding avenues have been identified, however in many of these cases the Council will need to go through an extensive bidding process in order to secure such funds.

Central Government funding

The government Department for Transport has developed a second Cycling and Walking Investment Strategy and offers funds for:

- Active travel infrastructure
- Cycle training
- National Cycle Network
- Local authority capability
- Behaviour change outreach
- Active Travel England
- E-cycle support
- Mini-Holland active travel pilot programme.

Other funding programmes help deliver active travel infrastructure as part of comprehensive schemes, such as:

- Levelling Up Fund
- Air Quality Grant Fund
- Future High Streets Fund
- Towns Fund
- Wider Highway & Transport funds
- Access for All initiative.

Whilst every opportunity to obtain funding from central government will be explored, devolution means that transport responsibilities for London are with the Mayor of London resulting in some nationally funded government pots being unavailable for London Boroughs. For example Havering is unable to apply for funding from Active Travel England due to the devolved responsibilities for transport.

Regional funding

In London, Transport for London is responsible for distributing active travel governmental funding. Havering gets most of its funding for transport schemes from TfL through the Local Implementation Plan (LIP) programme. In addition to “core” LIP funding, TfL in recent years have also allocated dedicated funding for cycle training and cycle parking.

Other London programmes can help to develop active travel-related projects, businesses, and services such as:

- The Mayor’s Air Quality Fund
- London Recovery Grant
- London Crowdfunding
- Good Growth Fund
- Grow back Greener.

Havering works in close collaboration with TfL, specifically for larger schemes which require specialist input or significant funding. Through this collaboration, there are opportunities to leverage match-funding for schemes as well as elements being funded fully by TfL.

Local funding

Locally, contributions can be sought from:

- Funding received by the borough to implement the last Local Implementation Plan (LIP3)
- Developers, towards the costs of providing community and social infrastructure (Section 106, Carbon Offsetting, and Community Infrastructure Levy)
- Businesses part of a BID (Business Improvement District) contributing to a BID levy
- Penalty Charge Notices (PCNs) collected from Controlled Parking Zones (CPZs), School Streets, and Liveable Neighbourhood schemes
- Revenues coming from Street Trading licenses
- Sponsors, in exchange of advertisement
- Thames Water Surface Water Management Programme (SWMP) funds
- Thames Freeport funding opportunities such as Active Travel Fund
- Lottery funding
- Neighbourly
- Tesco or B&Q Community Grants.

Some simple active travel infrastructure projects (e.g. advisory cycle lanes with central line removal) that do not require traffic management orders may be introduced as part of regular maintenance activities.

Leadership

Havering Transport Team will be responsible for the monitoring and overarching delivery of the strategy and will collaborate with all relevant services across the Council to see the Actions contained within it, delivered. borough. A new active travel officer post will be created specifically to deliver this strategy.

The Active Travel Officer will report delivery progress to the Cabinet Member for Environment, Assistant Director of Highways Traffic and Parking, and the Overview and Scrutiny Committee.

Progress on the Active Travel Strategy will be reported regularly to the Active Travel Forum, which will meet quarterly, and an annual report will be shared with the public.

Monitoring

This Active Travel Strategy presents estimated timescales for the delivery of each action. Measurable targets will be shown in each of the three-year Healthy Streets Delivery Plans (former Local Implementation Plans) to come and will include metrics regarding both inputs and outcomes.

Alongside this, a strategic review of this strategy will take place every 3 years to assess alignment to any changes in administration, council policies and wider council priorities and as well as other relevant policy changes for London boroughs.

The action plan will specifically be reviewed on a yearly basis to monitor progress, and an end of year progress report will be published annually and reported to the Overview and Scrutiny Committee.

Havering
LONDON BOROUGH

CABINET

	11th March 2026
Subject Heading:	Proposals for the voluntary making of four further Village Greens within Havering.
Cabinet Member:	Councillor Graham Williamson – Portfolio Holder for Development and Regeneration.
SLT Lead:	Neil Stubbings – Strategic Director of Place.
Report Author and contact details:	Mark Butler – 01708 432947. mark.butler@havering.gov.uk
Policy context:	This proposal sits within general health and well-being responsibilities of the Council and specifically planning, regeneration and place-making policies.
Financial summary:	There are no direct costs associated with the voluntary making of four village greens. However, the subsequent loss of land value is considered within the report.
Is this a Key Decision?	There is a significant effect on two or more wards.
When should this matter be reviewed?	12 months after the decision.
Reviewing OSC:	Places OSC

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

People - Things that matter for residents. X

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

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

SUMMARY

This is a report to enable Cabinet to consider proposals to make voluntary village green registrations of four green spaces in the borough. If the recommendations in the report receive approval, Officers will carry out the necessary actions to ensure the delivery of the village greens.

RECOMMENDATIONS

Cabinet are asked to:

1. **Agree** to apply for the voluntary village green registration of the four pieces of open land considered in this report.
2. **Instruct** officers to carry out all necessary actions to achieve successful registration as agreed in recommendation 1 above.
3. **Agree** the attached engagement and consultation process.

REPORT DETAIL

Background

In May 2023 Cabinet agreed a report instructing officers to undertake any necessary works to register 5 village greens in Havering. The sites were:

- Land at Gooshays (Harold Hill),
- land at New Zealand Way (Rainham),
- land at Wennington Green (Wennington),
- land west of Taunton Road (Harold Hill) and
- land at Fleet Close Play Site (Upminster).

This process was completed in April 2024 with each Village Green registered and placed on the Village Green register.

At that time, Cabinet undertook to continue to promote the creation of new Village Green areas where the required criteria were met, including the requirement that the Council was the sole owner of the land.

In June 2025 Cabinet subsequently approved the designation of two further village greens

- Platford Green/Tyle Green (Emerson Park)
- Priory Road/Tees Drive (Harold Hill)

Retrospective dedications have also been applied to village greens at

- Havering Atte Bower

- Newtons Corner (Rainham)
- Reed Pond Walk Copse (adjacent to Raphaels Park)

This report now brings forward 4 further sites.

High quality green space contributes to physical and mental well-being of individuals, provides a safe and inexpensive place to exercise, enables residents to benefit from social interaction, can be a refuge from stress, provides a social space where people of different ages and from different backgrounds can come together, thereby promoting social inclusion.

Green spaces face considerable challenges. There is tension between housing development to increase housing supply and provision of amenity space. Their maintenance by Local Authorities put additional pressure on the limited financial resources. Overcoming these challenges will require positive responses and support of principal stakeholders.

This report provides information on the specific sites and the process to be followed in the voluntary registration as village greens. Appendix provides more detail on the sites.

As with previous reports on village greens, Appendix 3, whilst not directly relevant to the making of village greens, provides background on the status of open land and other protections that could be considered through the Local Plan.

Sites to be considered.

This report considers the proposal to register four further sites for Village Green status:

- Cherry Tree Lane, South, Hornchurch, RM13 8TJ
- Queens Theatre Green, Hornchurch, RM11 1QT
- Havering Well Garden, Romford, RM12 4TW
- Elliots Field, Emerson Park, RM11 3DJ

Plans of each piece of land are provided in the appendices to this report.

Registration Process

Section 15(8) Commons Act 2006, provides that the owner of any land may apply to the commons registration authority (London Borough of Havering wearing a different statutory hat) to register land as a town or village green. This is subject to obtaining consent from any relevant leaseholder of the proprietor of any relevant charge over the land. An application may only be made with the consent of any relevant leaseholder (i.e. a lease in excess of 7 years or more than 7 years to run) of, and

the proprietor of any relevant charge over the land. It is understood none of the sites are subject to any leasehold interests.

The Council in its capacity as Registration Authority can accept and recommend a nomination for registration of land as a Town and Village Green where that nomination is made by the owner of the subject land. Unlike the process where a third party nominates land they do not own to be registered, the process to be followed on an owner nomination is not prescribed and determinable by the Registration Authority alone. Whilst it is not possible to pre-determine the decisions of the Registration Authority, enquiries have been made with the lawyers acting for the Registration Authority (the Director of Legal and Governance has the authority to make the decision under the Constitution) and they have confirmed as to the process to be followed. Given the legislation does not require statutory tests to be satisfied, they have confirmed that they do not see a need for a hearing in the case of an owner application. The process is therefore likely to be straightforward.

Cherry Tree Lane, South Hornchurch.

The first site is land at Cherry Tree Lane, located within Beam Park ward as shown within the plan at Appendix 2. The site measures 0.35 acres (0.14 ha)

The entirety of the proposed village green site is adopted highway and the freehold ownership of the site is currently unregistered at the Land Registry.

The site has no specific planning designation with the Local Plan.

Queens Theatre Green, Hornchurch.

The second site is adjacent to Queens Theatre is located in St Andrew's ward as indicated in plan at Appendix 3. The site measures 1.334 acres (0.54 ha)

The Council holds the registered freehold title and the site is currently managed by the Council's Parks service and is used for events and activites, including several in conjunction with Queens Theatre.

In planning terms, the site is subject to the following Local Plan designations:

- Parks, Open Spaces, Playing Fields and Allotments (Policy 18) - Queens Theatre Grounds
- District Centres (Policy 13)
- Conservation Areas (Policy 28) – LANGTONS

This site has been submitted for inclusion within the Council's 'call for sites' exercise ahead of the Local Plan review.

Havering Well Garden, Romford

Havering Well Garden is located close to Roneo Corner in Albany Ward, to the immediate west of the Crown public house, as identified within the plan attached as Appendix 4. The site measures 0.157 acres (0.06 ha)

The site has been within the freehold ownership of Havering Council since 1952 and is subject to a covenant to be laid out and maintained as a 'garden of rest'.

As the title indicates, the site has previously accommodated a well and also has historical significance as an old burial ground.

The site is currently subject to minor improvements as part of the 'Where We Live' campaign.

The site has no specific planning designation with the Local Plan.

Elliots Field, Emerson Park

Elliotts Field is located to the east of Hubbards Chase in Emerson Park Ward, serving residents of the County Park estate. The site measures 3.10 acres (1.25 ha) and is indefied in Appendix 5

The Council has registered freehold title to the land and the site is a former playing field, used previously by County Park FC until around 20 years ago when the earlier pavilion was destroyed by fire.

There are currently plans to establish a cricket pitch on the site which will be licenced to Ittifaq Cricket Club – this use would be consistent with the proposed village green designation.

In planning terms, the entire site is subject to the following Local Plan designations:

- Parks, Open Spaces, Playing Fields and Allotments (Policy 18)

A significant proportion of the site (approximately two-thirds) is also subject to the following planning policies:

- Thames Chase Community Forest (Policy 29)
- Minerals Safeguarding Areas (Policy 37)
- Metropolitan Green Belt

The effect of designating land for a village green is that the land will need to be kept undeveloped in perpetuity for village green purposes and thus this will not impact on the Environment Agency permissions.

None of the four sites are currently included within the Local Plan land supply to provide housing and there would only be a negative impact if these sites were anticipated to be included as development sites in future. The Council is currently reviewing its Local Plan and is progressing the "call for sites" exercise to identify where new housing will be built. There is an expectation that sufficient sites and capacity will be identified through that process to establish the new land supply for housing without the need to use three of these sites.

The potential development opportunity for housing on these four sites has been reviewed in order to establish the quantum of delivery by reference to PTAL and thus inform potential values for the sites:

Site	No.of Homes	Indicative value if development were achieveable	Comments
Cherry Tree Lane	7	£600k	The adopted highway status and configuration of the site suggest the likelihood of development is extremely low. The public highway would require stopping-up if planning consent were to be granted.
Queens Theatre Green	40	£1.1m	The site is currently designated as open space. Development could occur if the site were redesignated to permit development.
Havering Well Garden	3	£300k	There are no development proposals relating to the site – any proposal to develop would need to address both the restrictive covenant and secure planning approval.
Eliotts Field	62	£200k	The site is currently designated as open space. Development could occur if the site were redesignated to permit development. As a community asset, a notional book value of £1 is reported in the asset register .
Total	**112**	**£2.2m**	

The notional values reported for the sites determined as community assets are based on the fact the Council intends to hold them in perpetuity and that they have no determinable useful life and they may, in addition, have restrictions on their disposal.

Where the likelihood of development is unlikely due to restrictions such as green belt (i.e. Elliotts Field), the indicative values are based on the amenity values of the sites given their suburban locations and a 15% allowance for ‘hope value’. This allowance has been made to reflect the possibility that the land could be redesignated and appropriated for planning purposes at some point in the future. If the site(s) were to achieve planning consent for residential development, the land values would be considerably higher. Such value together with the identified number of homes would be foregone as a result of the registration for Village Greens.

Where the sites have a higher likelihood of development being permitted in the future, such as land redesignation from open space or covenants being extinguished following the land being appropriated for planning purposes, the indictive values are

based on development value.This is because it may be possible to re-provide the open space elsewhere in the borough to obtain consent for development.

In February 2023, Cabinet agreed a Disposals Report identifying sites that could be disposed of for housing. The expectation is that those sites would deliver in the region of £50m as capital receipts over a 5-year period. It is felt those sites are more appropriate for housing and disposal. Therefore, the Council has an agreed alternative method to deliver the necessary receipts within the current MTFS without the need to consider these sites.

Some of the sites contain land that is registered highway. It is considered that the highways purposes will not conflict with the village green purposes and therefore it is open to the Council to keep the sites as registered highways.

There is the potential for the receipt of requests for self-registration of Village Green sites. However, there is no obligation on the Council as landowner to even consider these. The usual method of a third party application for TVG registration would be by application to the registration authority not by request to the landowner. Applications to the registration authority cannot be controlled and would need to strictly adhere to the registration criteria set out in the relevant legislation.

Process to be followed to register sites as Village Greens:

This report Cabinet seeks approval to apply to the Registration Authority to register the four Council-owned sites as village greens and is a necessary part of the process.

Where the land forms part housing land and the sites are successfully registered as Village Greens, the sites will be required to be moved from the Council's Housing Revenue Account (HRA) to the General Fund. The Council is able to appropriate vacant housing land to general purposes pursuant to section 19(1) of the Housing Act 1985. The transfer between the HRA and General Fund will be for value.
None of the four sites concerned are believed to be held within the HRA.

Consultation and Engagement

Due to the history and nature of the proposals in this report, it is unlikely that there would be negative impacts from residents involved or wider stakeholders on these particular sites. However, Cabinet will need to consider if this could create unintended consequences as described above.

Due to the positive nature of this paper, a communications and engagement strategy has been designed with the purpose:

- To outline the good news story for the village green proposals, considerations and adoptions, key milestones etc, through the democratic council process (Cabinet, Council meetings, etc).

- To champion this Adminstration's support to protecting well-loved, quality green spaces in the borough.

The main objectives for this communications plan are:

- To announce the intention to designate four open spaces to village green status.
- To increase awareness of how we are re-designating this land, protecting collective green space in the borough.
- To communicate the justification for this decision under the new administration.
- To set out clearly the criteria to be considered when applying for village green status.

REASONS AND OPTIONS

Reasons for the decision:

The decision will allow the protection of the four green spaces and the associated benefits detailed in the report.

Other options considered:

Not to approve the recommendations in this report would result in not progressing the voluntary registration as village greens of the four sites.

Another option would be not to seek to register sites to keep provision of other uses in the future to meet future Council priorities. However, this has been discounted due to the importance of providing open space within already developed areas as detailed in this report.

IMPLICATIONS AND RISKS

Financial implications and risks:

This report sets out a recommendation to register four new village greens within Havering in line with the Corporate Plan 2025/26. All locations are owned by the authority with one exception, Cherry Tree Lane, which is unregistered but is adopted highway land. The proposed village greens are used for Open Spaces and are deemed to meet the requirements of registration.

Registration will provide more robust protections to the areas in respect of the land being designated for use as a village green. For example, a housing developer or the Council would not be able to submit planning for housing on these locations

unless it first had grounds to de-register the relevant village green. It is worth noting that if a developer submitted a planning application for development whilst the land was not registered then it would prevent the land from being registered at that time and hence this is a preventative measure. However, this risk is low given the authority owns the majority of the land in question.

The land is currently valued on the basis of open space for recreational use in respect of Queens Theatre Green and Elliots Field. Meanwhile, Havering Well Garden has a restricted covenent and Cherry Tree Lane is adopted highway land. Therefore, the notional value is arbitrary from a financial perspective. However, as set out in this report, it could be feasible to seek planning permission to develop housing which is needed within the Borough, with an indicative value of £2.2m although this would only be realised on sale as a capital receipt.

In registering this land the potential future development opportunity is further removed. However, the current Local Plan does not have any aspirations to develop these land parcels (albeit Queens Theatre was noted on 'call for sites') and so it will not in the short to medium term cause an impact on the Council's housing strategy.

There are no direct costs associated with the voluntary making of the four village greens. Should the Council one day wish to consider the land for alternative use then it is possible albeit more challenging via the de-registration process. For example, identifying an alterntive area of land that could be used as a replacement village green.

There is a provision within Section 123 the Local Government Act requiring a Local Authority to be satisfied that it is achieving "best value" for the disposal of an asset. This requirement applies to a freehold disposal or lease exceeding 7 years. In these circumstances, the provisions do not apply as no disposal is taking place.

Legal implications and risks:

The Commons Act 2006 sets out the process by which a landowner can voluntarily register land as a village green at Section 15(8) and it is set out below:

- The Council as land owner makes a voluntary application;

- The Council obtains consent from the holders of: any leases granted for a term of 7 years or more, registered charges over the land registered at the Land Registry or under the Land Charges Act 1972 or legal mortgages;

- The required application form (Form 44) should be completed.

- The Council has the power to make an application under the Commons Act 2006 pursuant to the relevant statutory provisions, including Section 15 and Schedule 2 (applications relating to town or village greens),Any application must comply strictly with the requirements set out in the Act and the Commons Registration (England) Regulations 2014.

- As the Council is both landowner and applicant and directly interested in the outcome, decisions must be taken in accordance with public law principles, ensuring transparency, impartiality, and avoidance of any perception of bias. The Council's role as Commons Registration Authority is distinct from its interests as landowner or service area.

- The Council is required to follow all prescribed statutory procedures, including publication of notices, consideration of evidence, and carrying out any necessary consultations. Failure to meet statutory tests or procedural requirements may render the application invalid and expose the Council to legal challenge.

- There is a risk of judicial review from affected parties if the Council fails to properly apply statutory criteria, act fairly, or consider all relevant factors. Decisions must therefore be robustly evidenced and clearly documented.

- The successful registration of land as common land or as a town/village green may restrict the Council's ability to undertake development or operational works on the land. Future works could require separate consents under the 2006 Act or referral to the Planning Inspectorate. These implications must be considered as part of the decision making process.

- The Council must ensure compliance with the Equality Act 2010 and take account of potential impacts on individuals with protected characteristics. The decision must also be proportionate and compatible with Article 1, Protocol 1 of the European Convention on Human Rights (protection of property rights).

- The Council has the power to make the Commons Act 2006 application using its general power under Section 1 of the Localism Act 2011. This provides local authorities with the power to do anything an individual may do subject to a number of limitations.

Human Resources implications and risks:

There are no human resource implications associated directly with this report.

Equalities implications and risks:

The impacts of these proposals are anticipated to be positive for the entire communities they serve. An impact assessment has not therefore been carried out.

Health and Wellbeing implications and Risks

Havering Council is committed to protecting and improving the health and wellbeing of its residents.

As outlined in the report, access to green space contributes positively to mental and physical health and wellbeing, offering opportunities for physical activity and social interaction, while supporting reductions in stress and anxiety.

Evidence shows that the quality, accessibility and proximity of green space has implications for the scale of population health and wellbeing benefit that they provide.

The recommendation within this report to designate a further four village greens, thereby protecting these for public use in perpetuity, will safeguard the health and wellbeing contribution that these green spaces are already making to local residents. Ensuring the quality of these green spaces are sustained (i.e. through appropriate maintenance) will help to ensure these health and wellbeing benefits are maintained in the longer term.

There are no perceived health and wellbeing risks associated with this decision.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The Council has set an ambitious target of becoming a carbon neutral organisation and borough by 2040.

The designation of the two sites as village greens will help safeguard against development and will ensure that the environmental benefits of these sites are retained in the long term. Small open spaces contribute to the borough's green infrastructure network and they play a role in providing biodiversity, enabling water attenuation, moderating temperatures and absorbing carbon from the air and improving air quality for residents.

If approved, the designation of these sites as village greens will have a positive environmental impact.

BACKGROUND PAPERS

There are none.

Appendix 1

Role of Green Space within the Community

Open space contributes to physical and mental well-being of individuals, provides a safe and inexpensive place to exercise, enables residents to benefit from social interaction, provides a refuge from stress and constitutes a social space where people pf different ages and background can come together, thereby promoting social inclusion.

A well-maintained green space also forms part of our urban infrastructure because of their potential to temporarily absorb and hold excess rainwater as part of sustainable drainage system, thereby mitigating flood risk.

Classification of Green Spaces

Having highlighted some of the benefits of green space it would be worth considering the different types of designation of green spaces together with their characteristics and qualifying circumstances for the designation, the procedure for registration with the appropriate authority and the strength of their protection, with the view to protecting them from future development.
There are a number of options for safeguarding open or green sites and these are set out below and comprise**:**

- Local Green Space (as set out in the National Planning Policy Framework)
- Metropolitan Open Space
- Parks
- Planning policy provisions (through the Havering Local Plan)
- Designation as a Town Green or Village Green

1. Local Green Space

This is a relatively new designation that was created by paragraph 77 of the National Planning Policy Framework (NPPF) 2012 and paragraph 100 of the NPPF 2018. Local Green Space designation is a way to provide special protection against development of green area of particular importance to local communities. This type of designation allows local authorities to protect green spaces of local importance for reasons that include the setting and nature conservation.

Local Green Space designation is proposed by the Department for the Environment Food and Rural Affairs (DEFRA) as an alternative to registering a green space as town and village green. This form of designation will rarely be appropriate where the land has planning permission for a proposed development.

The Local Green Space designation is only appropriate and should be used in the following circumstances:

- When the green space is in reasonably close proximity to the community it serves;

- Where the green space is demonstrably special to the local community and holds a particular local significance by virtue of its beauty, historic significance, recreational value, tranquillity or richness of its wildlife; and

- Where the green space concerned is local in character and is not an extensive tract of land.

Designating a land as Local Green Space does not preclude it from all forms development. Hence developments considered appropriate as set out in the National Planning Policy Framework and in other relevant planning policies (such as the London Plan and the Havering Local Plan) could still be permitted.

2. Metropolitan Open Space

This is a key designation of public open space in London and is aimed at protecting outdoor spaces that are vital for the well-being of communities and local biodiversity as these are usually threatened by infrastructure development.

To designate land as Metropolitan Open Space, the land needs to meet at least one of the following criteria:

- it contributes to the physical structure of London by being clearly distinguishable from the built up area

- it includes open air facilities, especially for leisure, recreation, sport, the arts and cultural activities, which serve either the whole or significant parts of London

- it contains features or landscapes (historic, recreational, biodiversity) of either national or metropolitan value

- It forms part of a Green Chain or a link in the network of green infrastructure and meets one of the above criteria.

This form of designation would give protection consistent with that in respect of Green Belt, inappropriate development refused, except in very special circumstances and provides the same level of protection as in the Green Belt.

Any land designated by a local authority in London for recreational purposes would be pursuant to legislation that applies nationally, e.g. Open Spaces Act 1906. This does not confer on the land any particular protected status other than an obligation, prior to reaching a decision to dispose, to advertise the intended disposal for two successive weeks in a local newspaper and then consider any objections raised.

Hence, the designation does not preclude appropriate development and the protection afforded does not carry enough weight to prevent development of the land in perpetuity, as the boundary could be altered in some evidenced and justified exceptional circumstances and through strategic policy.

3. Parks

Parks are protected by open space restrictions. They are public green spaces often at the edge of urban areas which provide places to enjoy the outdoors and experience nature in an informal semi-rural setting. National parks are nationally protected areas in the UK because of their countryside, wildlife and cultural heritage value.

4. Designation within the Local Plan context.

The sites could be as specific allocations within the Local Plan and be afforded 'protection' through that specific designation.

This form of protection carries more weight that the three designations mentioned above in the sense that once the site is given the 'protection' on this ground it would be difficult to 'undo' if the Council intends to develop across all or part of the site. There is likelihood that more allocations of this sort would be requested by local residents to safeguard other similar sites/ facilities within the borough. This may eventually jeopardise Council's development objectives.

i. Including the sites within a general planning policy that seeks to protect open space (as it has already been done within the current policy) but make clear that it would apply to smaller parcels similar in size to New Zealand Way and Gooshays green.

For both approaches highlighted under this section;

- it may help if there is an up to date characterisation study in place to highlight the importance of the area(s) in its wider neighbourhood setting and provide some rationale for designation through specific allocation or a more general policy approach to safeguarding local open space(s)

- there would need to be a robust evidence base to justify the policy/site allocation. Whilst both may be supported 'locally', others may have concerns about the potential impact on addressing other borough

priorities particularly housing delivery and may choose to air this through the Local Plan preparation process

Careful consideration would need to be given to ensuring that using the planning 'system' for this did not have unintended consequences elsewhere with other sites within the borough.

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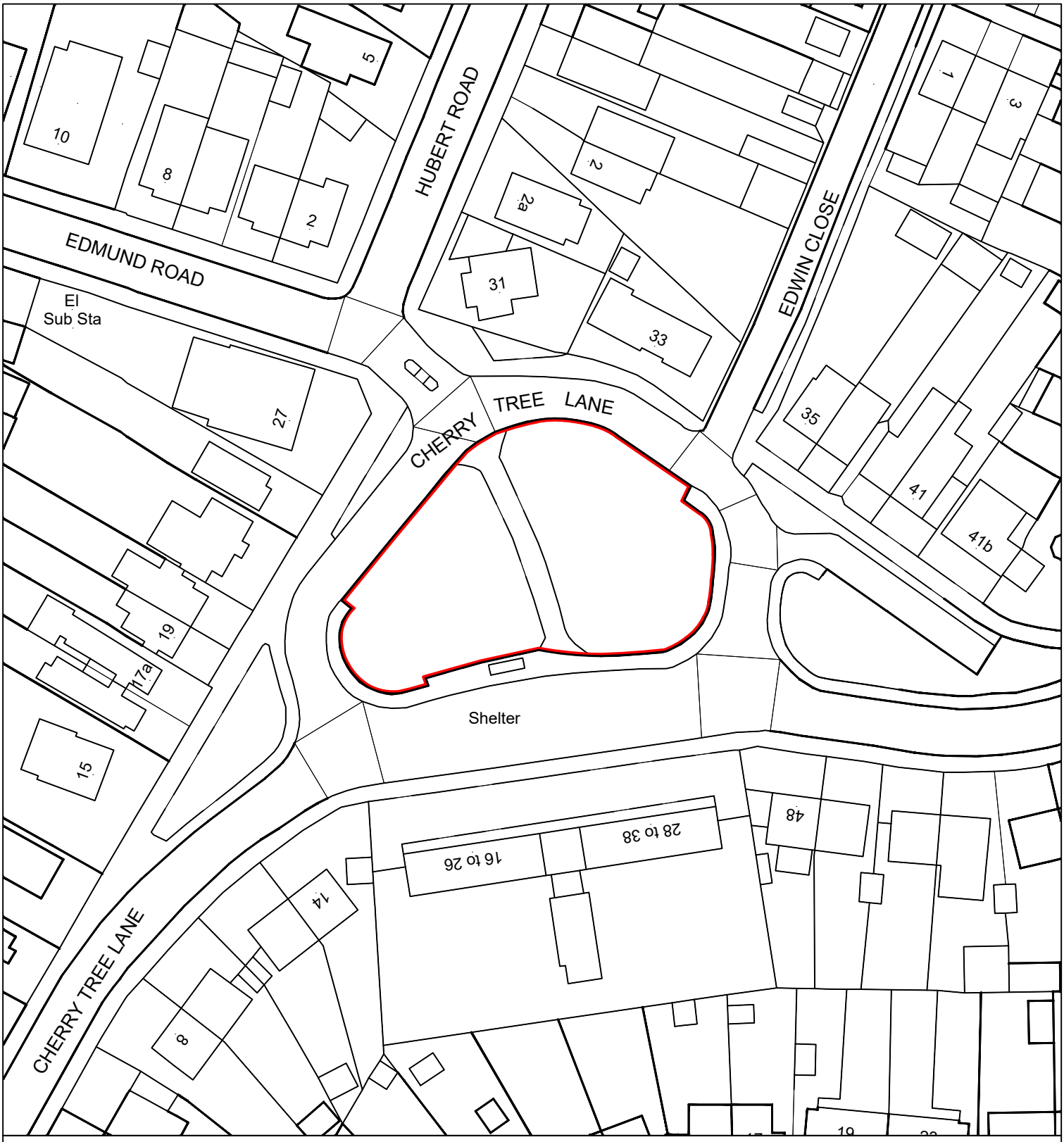

Havering
LONDON BOROUGH

Property Services

Town Hall,
Main Road, Romford
RM1 3BB Essex
www.havering.gov.uk

rev/by	date	amendment
v1	30/01/26	cr
v2	24/02/26	cr

Land at Cherry Tree Lane,
South Hornchurch,
RM13 8TJ

N

Town & Village Green Application

drawn by	cr
date	Jan 2026
scale	1:750 @ A4

drawing number
SPS470dV2

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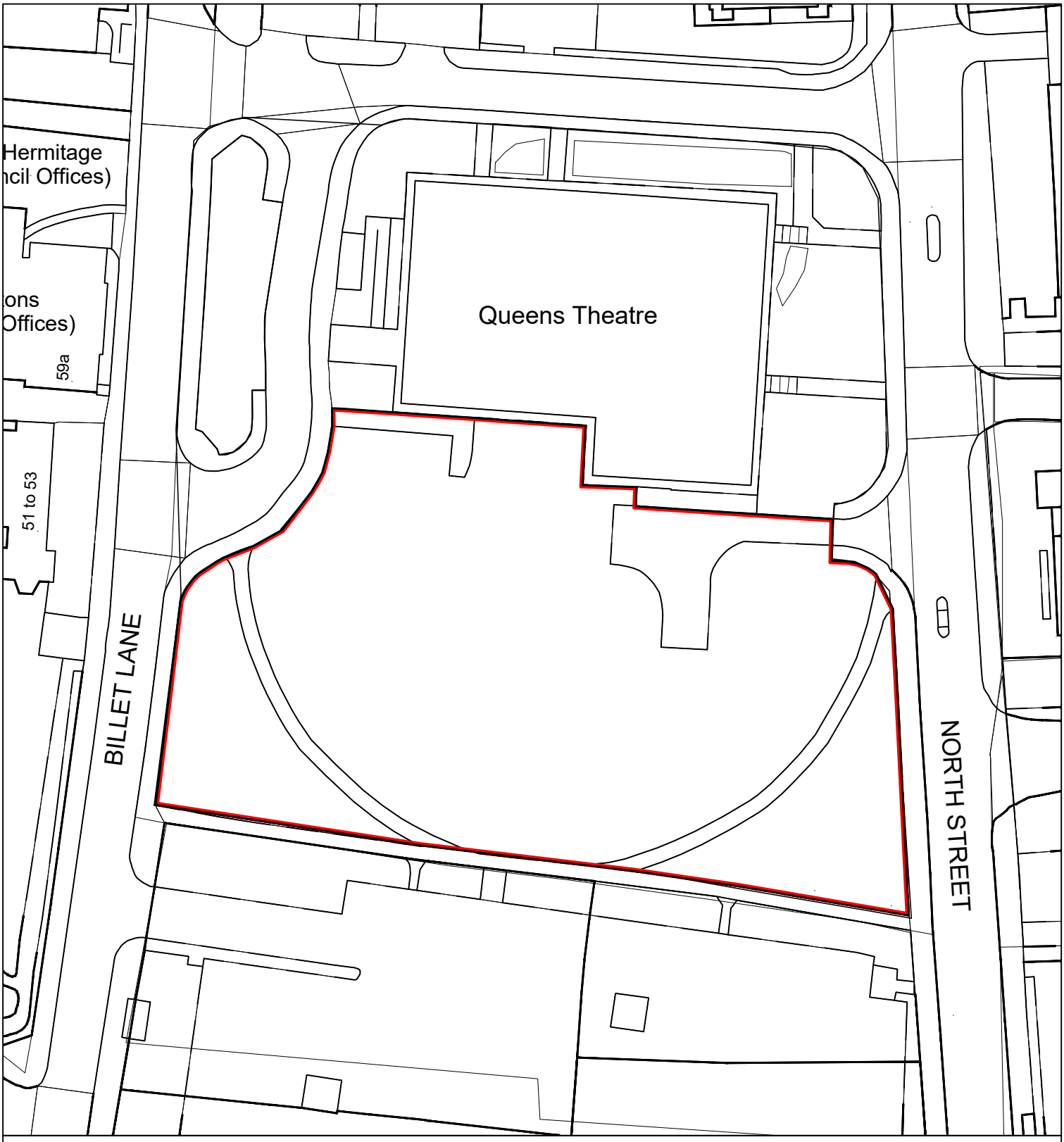

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rev/by	date	amendment
v1	30/01/26	cr

Queens Theatre Green
Billet Lane,
Hornchurch, RM11 1QT

N

Town & Village Green Application

drawn by	cr
date	Jan 2026
scale	1:750 @ A4

drawing number
SPS470a

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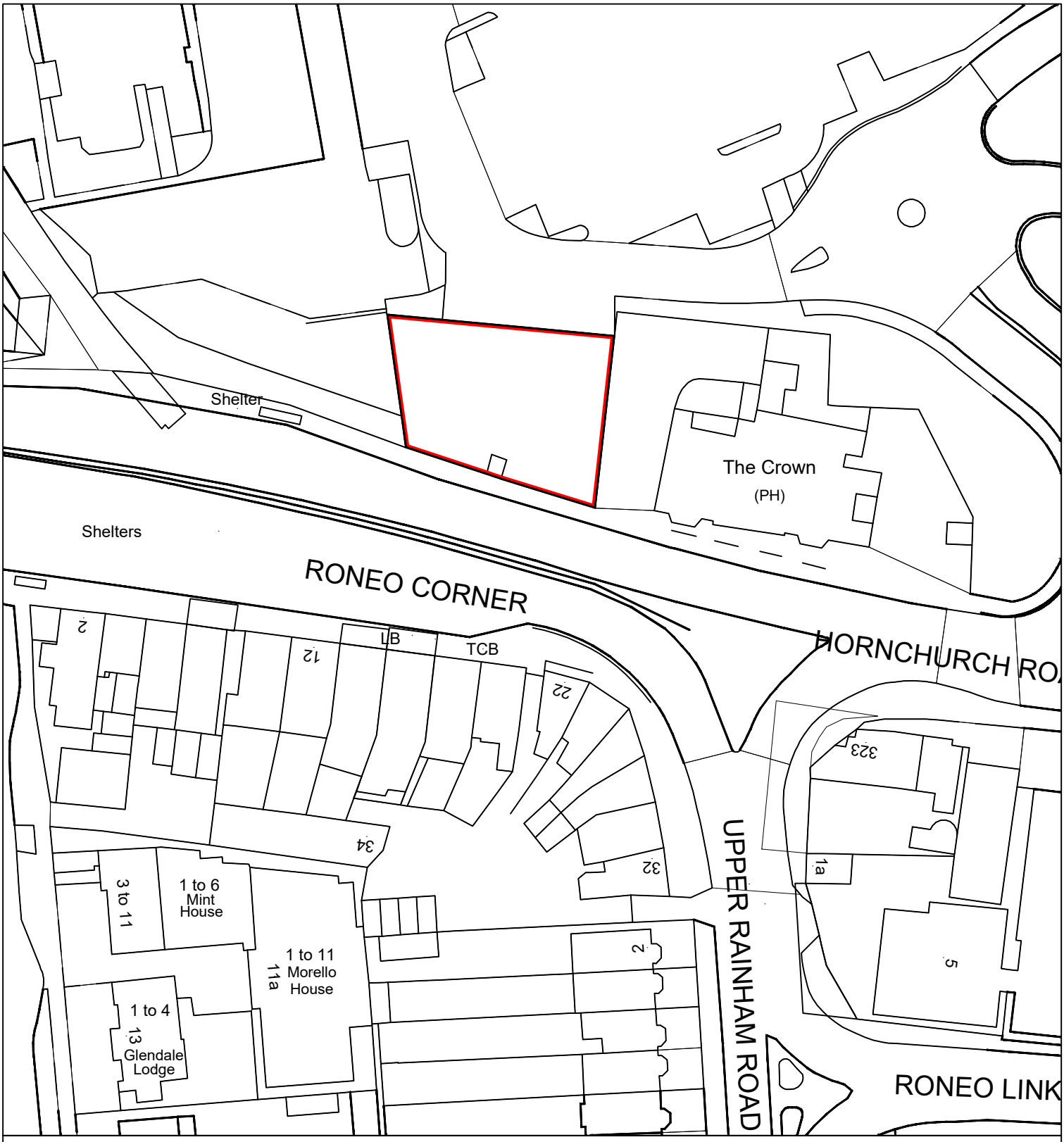

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RM1 3BB Essex
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rev/by	date	amendment
v1	30/01/26	cr
v2	24/02/26	cr

Wall Garden at Roneo Corner,
Hornchurch,
RM12 4TW

N

Town & Village Green Application

drawn by	cr
date	Jan 2026
scale	1:750 @ A4

drawing number
SPS470bV2

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rev/by	date	amendment
v1	30/01/26	cr

Elliots Field,
Hornchurch,
RM11 3DJ

N

Town & Village Green Application

drawn by	cr
date	Jan 2026
scale	1:300 @ A4

drawing number
SPS470c

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Havering
LONDON BOROUGH

Exempt Appendix B to this Report is not available for public inspection as they contain or relate to exempt information within the meaning of Paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972.

CABINET	
Subject Heading:	**DFE Capital Funding for Children's Homes**
Cabinet Member:	**Councillor Oscar Ford – Cabinet Member for Children and Young People.**
ELT Lead:	**Tara Geere – Director of Starting Well**
Report Author and contact details:	**Simon Brown** **Simon.brown@havering.gov.uk**
Policy context:	**This proposal sits within Children's Services and is aligned with Havering Council's Happy, Healthy Lives agenda within the Corporate Plan. The plan is structured around our WISH, for children and young people to be Well, Inspired, Safe, Heard and treated fairly. It also falls within the Council's statutory duties to provide sufficient children's care placements within the borough.**
Financial summary:	**The capital requirement from the Council is £515,000. The total capital budget is £2.1m.**
Is this a Key Decision?	**Yes, total capital expenditure is £2.06m**
When should this matter be reviewed?	**30/11/2027**
Reviewing OSC:	**People Overview & Scrutiny Committee**

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

People - Supporting our residents to stay safe and well X

Place - A great place to live, work and enjoy	X
Resources - Enabling a resident-focused and resilient Council	

SUMMARY

In February 2025 the Council made a formal bid to the Department for Education (DFE) for a capital grant to create two children's homes. The Council was notified of its successful bid at the end of the summer 2025.

Havering's proposal is to purchase and adapt two family homes in the borough. The intention is to purchase a five or six bedroomed property and a four bedroomed property with the plan to provide a four bed and a two bed children's home.

The grant application identified three capital financial partners and the proportion of their capital commitment;
DFE- £1.03m (50%)
LBH- £0.515m (25%)
NEL ICB- £0.515m (25%)

The DFE wants to support councils to create new local authority owned children's homes for three purposes:

- To provide an alternative care pathway for children who may require in-patient mental health care.
- To provide a step-down from in-patient mental health care to prevent delays of discharge from hospital; and
- To prevent children from being placed in high-cost unregulated care homes.

Havering's application identified cohorts of children this service would be appropriate for. At the point of making the application Havering had experienced four young people being discharged from in-patient hospital treatment, their average weekly care costs in children's homes were £16,000 each, which equates to an annual cost of £3.33m. All four of these children needed specialist provision which was only available outside of Havering. The transition from hospital to out of authority care placements also ceased the involvement of NELFT's CAMHS service.

The application estimated that the creation of Havering owned children's homes would reduce the care costs of these four young people. The estimated annual cost avoidance of £1m is based upon an estimated targeted unit cost per child per week which will be published when the contract for the care provider is tendered for.

Since the application was submitted the complexity of some of the children in care has resulted in the Council needing to use services that could not meet the needs of the young people. Four young people were placed with OFSTED Registered Supported Accommodation providers, but they required registered children's homes rather than support providers.

Their packages of support included 2:1 or 3:1 staffing ratios and at times the use of Deprivation of Liberty Orders. The average cost of these children's packages was £10,993 per week, and they were also all placed outside of Havering.

Therefore, the Council has greater evidence that by providing a local registered children's home service more children can be cared for within the borough, close to their families and friends, will be able to maintain their schooling and continue to access mental health services provided by NELFT's CAMHS service. The Council will also be able to reduce expenditure and place fewer children in unsuitable provision.

The new homes will also enable the planning to return children from high cost out of borough care provision back into their local communities, close to family and friends, as well as support services who know them. This transition planning will be managed through the Havering Access to Resources Panel (HARP). This is chaired by the Assistant Director for Safeguarding, and ensures that resources are managed appropriately, and offer best value.

RECOMMENDATIONS

This report proposes that the Council purchases two residential properties and converts them into two registered children's homes, one of which will house two children and the other four children.

The homes will provide Havering's Starting Well service with two specialist homes that reduces the need for children to be an in-patient in a mental health hospital, or in unsuitable services.

Cabinet is asked to agree to:

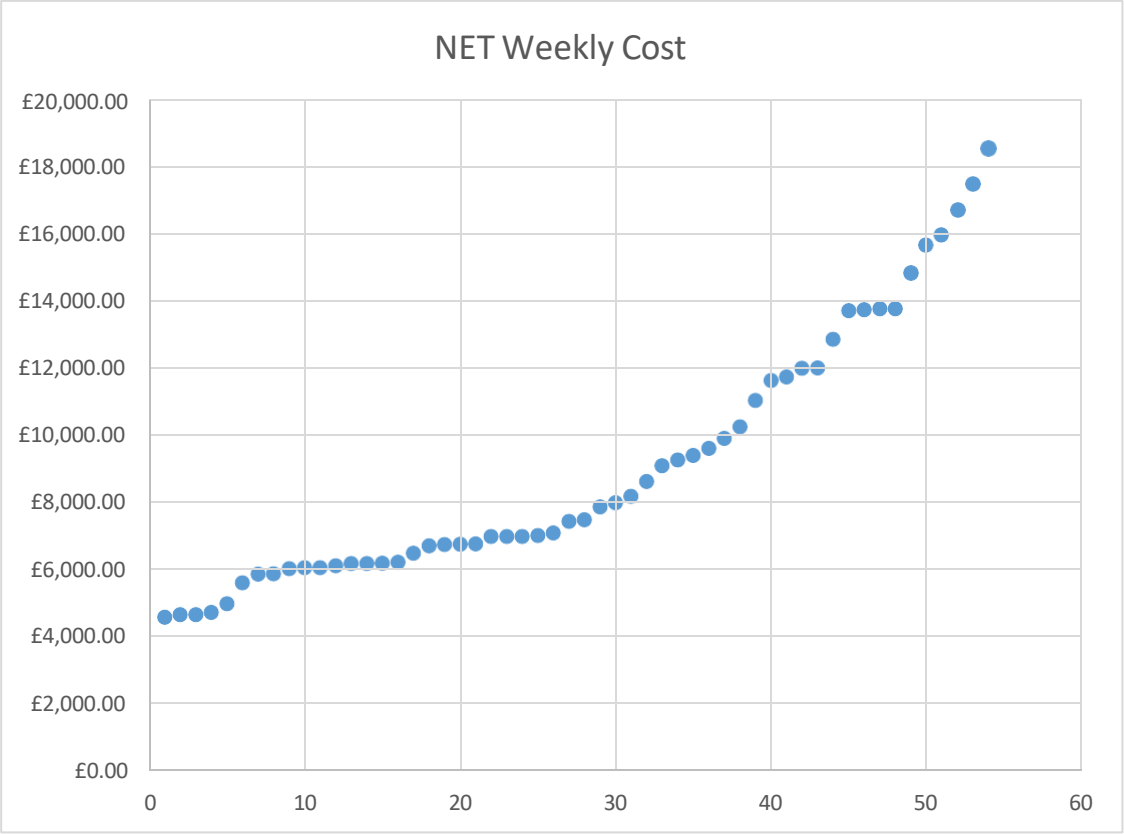
1. Accept the £1.03m capital grant from the DFE and enter into the grant agreement with DfE.
2. Commit £0.515m in capital funding to the total capital requirement of £2.06m to purchase and develop the homes.
3. Delegate authority to the Strategic Director for Place to select and agree to the purchase of the two homes on behalf of the Council.
4. The procurement of a care provider via an open tendering process.
5. The waiver of the standard weightings of 70% price and 30% quality for the procurement of the care provider to 40% price and 60% quality (including social value) for the reasons set out below.
6. Delegate authority to the Lead Member of Children's Services to make the decision to award the care contract to the successful bidder following the competitive tender process.

REPORT DETAIL

Between April 2025 to 30th September 2025 Havering had 43 children living in children's homes. This group of children are classified as having Social, Emotional and Mental Health needs (SEMH). This group of children does not include children with learning or physical disabilities.

The 43 children lived in a range of provision depending upon their assessed needs and on the availability of the homes.

At the 30th September the forecasted spend for these children was £16.5m per annum. The weekly unit costs ranged from £4,595 to £18,495. The median cost was £7,439 per week, but for the 29 placements which cost more than the median, the average fee was £11,937 per week.



At the 30th September 2025 there were 39 children living in these homes at an average weekly cost of £8,483.

None of the 39 children were living in Havering.

The plan is to create two specialist children's homes, a two bed and a four bed home to meet the needs of children with complex emotional needs. These children will not be identified as having a learning or physical disability.

The Council will purchase the two properties and adapt them to meet the requirements of the Children's Homes (England) Regulations 2015. The homes will

be current family properties with either four, five or six bedrooms. The homes will need at least two bathrooms and a downstairs cloakroom. The properties will be detached, with off-street parking. There will be good sized rear gardens.

The commissioning team along with the operational social work managers will discuss the potential homes with the local ward councillors and cabinet prior to making offers on the homes, and prior to completion there will be meetings with the local communities. It is essential that the homes start with a positive view from the neighbours.

Once the home is chosen officers will complete a further governance report to approve the selection and purchase of those homes. The total estimated purchase and adaptation cost is £1.9m. This does not include any legal costs or stamp duty that may be payable.

Officers will also complete a further governance report for authority to procure a contractor to undertake the works to adapt the properties to the required standard. It is anticipated that the works will cost in the region of £250k.

In parallel to the property search the service specification for the care provision will be developed utilising subject matter experts. This will form the basis of the required service, and the Council will start a procurement for this provider.

Procurement of a Care Provider

The Council's intention is to competitively tender for a single contract for both homes with an OFSTED registered company that has experience of delivering high quality children's home care. The value is estimated to be £8m over 5 years.

The contract will be tendered through an advertised route. The tenders will be evaluated by officers in commissioning, children's social care and will also have the voice of children.

There will be a financial evaluation of the received tenders, alongside an evaluation of the quality and social value. The proposed weighting is 50% quality, 40% price and 10% social value to ensure that the Council receives a good level of service that is value for money.

The financial evaluation will be based upon a target weekly unit price to provide the children's home service. The unit price will be fixed for the first three years of the contract and will be based upon delivering the requirements of the service specification.

The care provider tender will run in parallel to the adaptation of the homes, with the intention of the selected provider being in place six months before the completion of the works. This will enable them to start the recruitment of the Registered

Manager, staff team and the initiate application to register with OFSTED. They can also start to develop relationships in the community.

The contracted company will deliver the care within the home and there will be a leasing arrangement in place for the duration of the contract.
The ongoing day to day operation of the homes will be subject to monthly performance management meetings between the provider, children's social care, commissioning and quality assurance. The Council would like to maximise the utilisation of the two homes, minimising voids, but would also offer any vacancies Havering are unable to fill to our North East London ICB area neighbouring councils at cost plus a management fee, thus reducing the financial operating risks.

The Council is aware that there will be fluctuations in demand so we will be working alongside colleagues in the North-East London Commissioning Partnership (NELCP) to offer any vacancies at cost plus a management fee, thus reducing the financial operating risks to the Council and maximising occupancy.

The revenue costs for operating the homes will be met through existing budgets in for Children in Care. Some revenue costs may be offset through the Multi Agency Resource Panel (MARP) which identifies exceptional support for children with complex needs. As some of these children will be discharging from Section 3 Mental Health Act they will be entitled to S117 Aftercare support. This is another funding stream which will reduce the Council's revenue commitment.

Summary of the business case
This is in an invest to save scheme. We estimate (details to be found in the appended exempt business case) that the cost avoidance generated from this scheme will be in the region of £1m Per Annum, which considering a net initial (capital) investment of £0.515m, indicates a ROI of less than one year, after which the saving will be accrued by the Authority.

REASONS AND OPTIONS

Other options considered:
The DFE capital grant is the preferred option to support the Council to develop its own local services but there are other options;

1. The Council continues to purchase care from providers who are in the national market to provide the services required. This option does not allow Havering to place with local children's home provision, so for children being discharged from hospital there is no continuity of care, and the unit cost remains much higher than the estimated unit cost of the primary option

2. The Council commissions a local care provider to deliver the specification to meet high level needs.

   There are currently 13 children's homes in Havering, which are registered with OFSTED to provide care for children with SEMH needs. They are operated by 11 different companies, and 48 children can live within these homes. None of these providers have the experience required to meet the Council's expectation and specification. Currently Havering does not place any children within these homes. Eight of these homes have opened in the last two years and all of these companies are new to the care market. It is unlikely the providers would be able to pass any financial viability test.

Reasons for the decision:

The preferred option is to accept the DFE grant and pursue the options identified above in order to ensure children with the most complex needs can be looked after within Havering and to reduce the expected expenditure by £1m annually.

IMPLICATIONS AND RISKS

Financial implications and risks:

This report seeks Cabinet approval for a set of the decisions required to enable the Council to develop two residential homes for children with highly complex emotional and mental health needs.

The report asks for approval for capital expenditure of £2.06m to purchase and adapt/refurbish two suitable properties within the borough. A successful bid has been made to the DfE for 50% of the project costs and approval is sort to accept this capital grant. Finance and Legal advice should be sort before finally accepting the funding especially around timescales for delivery and restrictions on the future use of the asset.

Funding is also being sought from Health partners for a further 25%. It is essential that this be confirmed before the Council commits to the expenditure.

Approval is sought to fund the remaining 25% or £0.515m expenditure from the Council's resources. This will be through prudential borrowing and as such will incur MRP and interest costs of around £0.035m per annum.

The homes once acquired will be the property of the Council. However, it is envisaged that they will be operated by an independent or voluntary sector provider and a procurement exercise will be carried out for a five-year block contract to run the homes and provide care for up to six children with complex needs. The provider will lease the properties from the Council, and this income will

at least partly offset the MRP and capital costs and also be responsible for day-to-day repairs and maintenance as part of the running cost. However, as the care contract and lease are for a relatively short period of five years compared to the asset life then separate arrangements may need to be made for the longer-term maintenance of the building. For example, the creation of a sinking fund of around 2% of the asset value would be a further cost of £0.04m.

The expectation is that through the procurement exercise it will be possible to enter into a contract at a significantly lower cost per child per night than is currently being achieved by spot purchasing on an adhoc basis. If this is the case, then this will provide very significant savings to the Council – possibly as much as £1m to £2m per year. (See exempt financial implications.)

The cost of the contract will be taken from the Children in Care Residential Placements budget which is currently £14.8m a year. There is currently an overspend against this budget line of £2m (offset by underspends elsewhere in Children's Services). The growth in the number and cost of residential homes for children has been the largest single financial pressure for Children's services both here and across the country. Further growth is built into the MTFS for future years and the potential savings from this new provision have been also built in as a saving or cost avoidance measure to offset this growth. The saving in the MTFS is set at £0.35m in year one rising to £1.4m in year two. If growth funding would otherwise be added to the budget this amount will be deducted from that or the residential budget will be reduced by these amounts in the appropriate years.

It is also possible that by allowing children to remain within the borough there could be avoidance of other costs – for example the cost of education alternative provision or home to school transport. These however will depend on the circumstances of individual children and given the complexity of needs for this group of children are not likely so have not been estimated at this stage.

The biggest single risk is the willingness of providers to accept a contract at the price point assumed in the business case and so it is important that there is good market engagement before the procurement process. If the price point is not achieved, then the saving will be reduced. In the worst instance there may need to be exploration of other options such as in house provision or a partnership arrangement.

Secondarily if the children placed in the home would otherwise have gone into similar or even lower cost provision then it would not be possible to make a saving.

A further risk is the potential for voids. As this will be a specialist provision there is a risk that there may be times when there are no children for whom it can offer a suitable home, but the Council will still be paying the full block cost. This risk can be mitigated by good care planning and partnership with the provider or by offering the provision to other Local Authorities, but strong systems need to be in place to ensure this. These risks are quantified in more detail in the exempt appendix.

As the provider will be engaged before the provision opens there are likely to be some additional costs for this period which will mean the full saving is not achieved in the full year. However, this should support the successful opening and so is in the best interests of the service although it is important to ensure that there is robust negotiation and the costs relating to this period are reasonable.

Legal implications and risks:
The Council has a number of statutory duties primarily detailed under the Children Act 1989, the Children Leaving Care Act 2000, Children Act 2004 and Children and Social Work Act 2017 as to its obligations with respect to safeguarding of young persons. That may include the acquisition and maintaining of children homes. Further, section 111 of the Local Government Act 1972, which allows the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The Council also has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any statutory constraints on the Council's powers. None of the constraints on the Council's Section1 power are engaged by this decision as to the bid and acceptance of grant funding.

Section 120 of the Local Government Act 1972 permits that the Council may acquire any land for the benefit, improvement or development of their area. A detailed governance decision as to any acquisition would need to be arranged when suitable assets are ready to be acquired.

It is anticipated that planning consents, regulatory registrations and works will need to be undertaken to arrange aspects of the programme to bring the homes into fruition. Such consents and decisions will be subject to separate governance including meeting the Councils Contract Procedure Rules contained in the Constitution.

All procurement activity must comply with the Procurement Act 2023 and the Council's own Contract Procedure Rules, including appropriate justification for any deviation from standard evaluation weightings.

Human Resources implications and risks:
There are no direct HR implications arising from this decision.
The project will seek to tender a care provider to deliver the service.

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, aga;
(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, sexual orientation.

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

The funding set out in this report would benefit local residents by providing suitable accommodation for the most vulnerable, particularly to those with additional support needs.

Health and Wellbeing implications and Risks

This will enable the Council and health partners to create local provision that better meets the needs of some of our most vulnerable children and young people and at lower cost to the public purse. The children themselves would benefit directly, in that they will be more likely to be discharged from hospital as soon as clinically appropriate to a more suitable, local facility; better preserving links to and support from family and friends. Similar, if not better outcomes will be achieved at considerably lower cost, allowing monies to be redirected to benefit a wider group of children in the borough.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

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

BACKGROUND PAPERS

1. **DFE.Childrenshomes.BusinessCase**
2. **Confidential Development of two children's homes**

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Project Name:	Development of Two DFE Supported Children's Homes		
Date:		**Release:**	Draft
Revised by:	Simon Brown, Strategic Commissioner		
Owner:	Luke Burton Tara Geere		
Client:	Starting Well		
Document Number:	1.0		

Distribution

This document has been distributed to:

Name	Date of Issue	Version

1.0 **Introduction**

This business case identifies the opportunity to develop two specialist children's homes in Havering, utilising capital funding from the Department for Education, joint funded with the North East London Integrated Commissioning Board and London Borough of Havering.

The intention will be for the council to purchase two domestic properties and adapt them into a 2 bed and 4 bed children's homes. The children's homes will offer specialist care for six children who have highly complex emotional disorders, and who have either spent time living in a psychiatric hospital or would require one if this resource did not exist.

Havering does not own or operate children's homes, and when these services are required, there is a need to buy them from the private sector. Havering's use of children's home care has increased over the last five years, and at the end of November 2025 there were 35 children with social and emotional needs living in a children's home.

The 35 children have an average weekly care fee of £8,411. However, 8 of these children would be the cohort for this project. Their weekly fees range between £11,040 and £18,500, with an average of £13,797 per week.

There have been two significant Governmental reports which have focused upon the children's home sector. This focus has occurred because of councils reporting the significant rise in the unit cost of children's home care, national sufficiency issues, the emergence of new and untested care companies into the market and the greater use of unregulated children's homes.

The result of this focus has been for the DFE to increase the capital grant funding to councils to build new provision and for OFSTED to gain greater powers to investigate companies making excessive profits and force them to reduce these to a more acceptable level.

The stimulus for Havering to apply for a DFE grant was the discharge of four young people from psychiatric units early in 2024. These four young people had significant mental health histories and exceptional needs. The transition from hospital for these young people was complicated and lengthy, causing for some a delay of discharge, but for all they ended up moving to specialist children's homes outside of Havering, specifically in Suffolk, Essex and Kent. This move out of area also resulted in a change of clinical responsibility and in two young people's situations significant health issues not being addressed in a timely manner. .

The cost of these services ranged from £14,000 to £24,000 per week, with an average fee of £18,000. The full year cost of this care was £3.74m in 2025/26.

Havering Children's Services Sufficiency Needs Assessment and Strategy 2025-2028[1] identified a need for additional facilities for children with complex need within the borough.

[1] 9.1 SufficiencyStrategy.final.pdf

This business case outlines the rationale behind the project, evidencing the current level of need, the benefits to children and the local authority, the financial modelling of the costs and potential cost avoidance/savings.

2.0 Evidence of Need

2.1 Legal Duty to Provide Care

The proposed project enables the council to deliver its legal responsibility to provide sufficient homes for children in care in their locality under the Children Act 1989[2].

2.2 Current Demand and Local Capacity for Residential Care

On 30th November 2025 45 children (16%) out of the 280 children in care were living in Children's Homes. The percentage of children living in such accommodation has increased steadily from 7.6% in 2018 to 16% in 2025.

Of the 45 children, 35 were children with a variety of complex emotional needs. All of these children were placed outside of Havering in high-cost residential homes.

The 35 children had an average age of 15, but the range was between 8.7 years and 17.9 years.

The children's history of being in care ranged between 5 weeks to 9 years. The average length of stay in their current children's home was 470 days, however that hides a range of 38 days to 1,662 days (4.6 years). The median length of stay is 305 days.

There were 17 females and 18 males in these homes.

The 35 children were dispersed across the country, with some placed as far away as Merseyside. 12 of the 35 children were placed in neighbouring local authority areas.

There are 18 children's homes which operate in Havering, offering homes to 73 children. Six of these homes are for children with disabilities. Of the remaining twelve homes eight of them have opened over the last two years and are operated by companies which have limited experience of this industry. Havering places no children in these twelve homes and therefore purchases care further away from the borough.

Havering has recently joined the Newham DPS for children's homes. The DPS covers the whole of England and does not provide greater access to local services.

2.3 Proposed Service Model

Havering does not operate any children's homes, so these proposed homes would be the first local-authority owned properties available locally, however the model will be to tender the care services to an experienced residential care provider.

The intention is to competitively tender for a high quality children's home provider who have experience of working to a therapeutic model, which provides secure care for children with complex emotional needs.

[2] Children Act 1989 (legislation.gov.uk)

The service specification will identify the level of needs required to be met and set out the requirements for therapeutic services. It is expected that alongside the required care staff there will be a core group of health clinicians, who will work alongside the care staff and children in the homes. These clinicians will include psychiatrists, psychologists and therapists. There will also be an educational lead professional, which recognises the need to address the disrupted education histories the children have experienced.

The care staffing model will be a minimum of 1:1 during daytimes, with the potential for overnight staff to be awake rather than asleep.

Each child will have a clinically informed care plan, which will be reviewed alongside the child's local authority plan.

The intention will be to stabilise, develop relationships with the young people and identify the best home setting for their long-term needs. The homes are not designed to be a home that the child remains in until they reach adulthood. They will however, support the development of the children's skills and abilities to move into adulthood.

3. Evidence of Other Councils Providing This Type of Service

In the introduction to the capital grant application process the DFE identified two children's homes which had been created by Hertfordshire and Surrey councils. These homes were caring for children with complex emotional needs and showed how social care could work with health to provide therapeutic care. We also reviewed the cross regional contract sighted by the DfE as a piece of good commissioning.

Hertfordshire

The Hertfordshire home, Cherry Tree Cottage, is operated by the council, and they have commissioned Hertfordshire Partnership University NHS Foundation Trust (HPFT) to supply the in-reach health professionals. The health professionals include psychiatry and psychology specialists. The home is an adapted building, which had previously been used by the council to provide services for children with disabilities.

The four bed children's home opened in 2024, with an initial annual operating cost of £1.33m.

Surrey

Surrey County Council and Surrey & Borders Partnership NHS Trust operate Hope, the emotional wellbeing service for young people. In 2022 they created Extended Hope, a 2 bed registered children's home. The home offers crisis intervention for a maximum of seven days. The home is rated Outstanding by OFSTED.

The home's aims are to prevent admission to Tier 4 CAMHS or to enable step down into the community. Demand for the two beds is significant with 6 children/ young people being referred weekly.

Cross Regional Project- Oxfordshire, Hertfordshire, Reading, Buckinghamshire and Milton Keynes

The Cross Regional Project is a partnership tendered children's home project, provided by Keys Childcare. The contract was originally tendered in 2008 which became operational in 2009. The project has expanded from 20 children's home beds and one registered school to 36 beds and two schools.

The project is aimed at children who require therapeutic care but children being discharged from hospital are likely to require a different provision before being admitted to this project.

Operating costs and occupancy data is included in the confidential paper, as the information is not in the public arena.

4. The Homes

To meet the needs of the children, the proposal is to purchase and adapt two domestic properties.

The properties will be large family homes, with sufficient space to support group living, a large rear garden, off-street parking and in more rural areas of Havering. The homes need to be close to good schools and communication networks.

The homes will have a large kitchen, separate dining and living rooms, along with secure spaces for meetings and staff rooms. Each child's bedroom will be large enough to provide a space to do schoolwork and for their belongings.

The homes will meet the principles outlined in the DfE's Regulations and Quality Standards for provision of residential care[3]:

- Children in residential care should be loved, happy, healthy, safe from harm and able to develop, thrive and fulfil their potential.
- Residential care should value and nurture each child and young person as an individual with talents, strengths and capabilities that can develop over time.
- Residential care should build positive relationships; establishing strong bonds with children and young people on the basis of jointly undertaken activities, shared daily life, domestic and non-domestic routines and established boundaries of acceptable behaviour.
- Residential care should be ambitious, nurturing young people's school learning and out-of-school learning and ambitions for their future.
- Residential care should be attentive to need, attending to young people's emotional, mental and physical health needs, such as repairing earlier damage to self-esteem and supporting friendships.
- Residential care should be outward facing, working with the wider system of professionals for each child, and with children and young people's families and communities of origin to sustain links and understand past problems.
- Residential care homes should have high expectations of staff as committed members of a team, as decision makers, as activity leaders, and engaged in on-going learning about their role and the children, young people and families they work with.

[3] DfE (2014) Guide to the children's homes regulations including the quality standards (publishing.service.gov.uk)

- Residential care should provide a safe and stimulating environment in high-quality buildings, spaces that support nurture and privacy as well as common spaces, and spaces to be active.

5. Financial Modelling of Capital Costs

The capital budget required to cover the cost of the project is £2.06m.

The capital distribution is as follows

DFE- 50%

LBH- 25%

ICB- 25%

The capital is to be used for the purchase of two homes, the required adaptations and the furnishings of the properties.

The DFE application identified the following areas of capital expenditure:

- £1.7m to purchase two properties, with associated stamp duty and legal fees
- £250,000 to adapt the two properties to meet the requirements of a children's home standards and Secure by Design
- £25,000 contingency
- £50,000 white goods, furnishings
- £35,000 professional fees and services (architects and engineering)

Estimated property adaptation costs have been sought from an LBH Development Surveyor.

6. Estimated Financial Modelling of Operating Costs

The properties will be owned by the council and leased to the contracted care provider as part of their contract. The costs associated with leasing the property will therefore also need to be taken into consideration when looking at the cost of delivering the service.

6.1 Staff Modelling

The care provider will employ a registered manager and a deputy manager to operate both children's homes. These two senior staff will be overseeing the two homes.

The care provider will employ a Responsible Individual, who is likely to be an existing senior manager within the company and already have this role over other homes.

The manager and the deputy will not form part of the standard staffing rota.

The specification will identify the need to provide the following clinical staff.
Clinical Psychiatrist
Clinical Psychologist
Psychology Assistant
Occupational Therapist

Additionally, there will be an education lead, co-ordinating access to education.

The managers, clinical team and education lead will operate across both homes.

The two children's home will operate every day of the year.

6.2

Two Bed Home

The home will be available every day of the year.
It is assumed that children should be in education but given their emotional needs this may be achieved through tutoring. Therefore, staffing will need to be 24 hours a day and there is no differential between term-time and school holiday time care.

The care staff requirement will be a minimum of two staff per shift, providing 1:1 care.

The staffing model allows for staff to be paid as a waking night rather than sleeping-in allowances. The shift pattern will be 8am to 8.30pm and 8pm to 8.30am, this allows for a 30-minute handover between shifts.

It is estimated that 11.5 FTE care staff are required to provide the service annually. This includes cover for annual leave, bank holidays and training.

6.3 Four Bed Home

The four-bed home will operate the same as the two bed home, with a staff ratio of 1:1, therefore there will be four staff on duty during the daytime shift and two staff on duty overnight. This model allows the care provider to deploy the fourth member of staff in either home, depending upon the needs of the children.

It is estimated that 14.5 FTE care staff are required to deliver the service annually.

6.4 Total Staffing Requirement

It is estimated that to deliver the specification the provider will need to employ the following;
1 Registered Manager
1 Deputy Manager
26 FTE Care Staff
0.2 FTE Psychiatrist
0.5 FTE Psychologist
1 Psychology Assistant
0.5 OT
1 Education Lead/Teacher

The estimated cost of the staff team is detailed in the confidential report.

7. Modelling of Contract Value against Current Care Fees

This project is aimed at looking after children with the most complex care needs, who have had periods of time living in psychiatric units or being subject to deprivation of liberty orders (DOLs). Therefore, the following modelling is based upon these young people.

However, on 1st December 2025 Havering had 35 children, who have social and emotional needs, living in children's home care. The average cost per week for their care was £8,411 per week.

Of the 35 children there are 8 who fall into the cohort that would be eligible for the proposed service. Their weekly fees ranged between £11,040 and £18,500 per week, with an average of £13,797.

Placement Type	Average Weekly Fee	Average Annual Fee
All Children's Homes (35 children)	£8,411	£437,372
Most Complex (8 children)	£13,797	£717,444

The contract will identify a target price to deliver the whole contract. It is estimated the weekly unit cost will be between £6,000 and £7,000 less than the average weekly fee for the 8 most complex children, shown in the table above.

Fuller detail is given in the confidential report.

7. Options Explored

Option 1: Do Nothing – continue with existing spot purchasing arrangements.

Strengths	**Weaknesses**
• None	• There is currently no commercial relationships with providers and Havering children have no priority of the services • Children move out of borough • Children lose contact with family and friends • Commercial companies are likely to aim for 20-25% profit margins
Opportunities	**Threats**
• Opportunity to develop the provider market to meet local need	• Lack of control of the provider market • Costs increase above natural inflation

Option 2: Build New Children's Homes and Employ Staff In-House

Strengths	**Weaknesses**
• Homes operated by Havering and fall under the statutory Director of children's Services (DCS) • DCS has more control over the operation of the homes • Potential for local recruitment, providing jobs for local people • A local asset owned and run by the local authority	• Requires significant capital investment to develop a local asset • Availability of sites to develop • Potentially the homes look more institutional rather than family properties • In the longer term may not be viable to sell as a domestic property • There may not be sufficient staff to operate the home

	• The pay of staff may be greater in the public sector, including pension liabilities and future redundancy costs • Increased management posts would be required
Opportunities	**Threats**
• Improvement management of expenditure • Improved quality of care delivered to young people	• Potentially riskier in terms of in-house management of a care facility for children • OFSTED inspection responsibilities would fall on the council • Staff employment responsibilities fall on the council • Care staff may seek other agencies with more favourable terms and conditions for employment

Option 3: Purchase Homes and Contract an External Provider to Operate Care Services

Strengths	**Weaknesses**
• External commercial company has the skills and expertise to run the facility • A local asset owned and contract managed by the local authority • Management of the unit cost through block contracting	• Quality control and continual improvement will require regular monitoring and additional management resource
Opportunities	**Threats**
• Opportunity to employ local people • Develop a strategic partnership with the provider to create more local provision • Mitigate risks by opening vacancies to neighbouring councils.	• The provider may not be able to employ sufficient staff to maximise occupancy • The demand reduces, leading to voids

7.1 Preferred Option

Option 3 is the preferred route and the option agreed by the DFE. This is to purchase and adapt family properties. The council has no previous experience of operating a children's home and at this point requires a subject matter expert with capacity to deliver the care.

8. Risks and Mitigating Factors

Description of Risk	Impact	Likelihood	Total	Mitigation
Cost of purchase and adapting the homes may be more than what has been estimated	4	2	6	Work with housing and architects to develop new designs based on the new model
Planned savings are not realised – providers tender at a higher rate than we are expecting	4	2	8	Robust financial analysis and value for money gained through procurement. Exit strategies planned
The business case is not developed sufficiently to accurately demonstrate potential savings	4	2	8	Financial modelling to be shared with finance
Project is not delivered within time frame	4	1	4	DFE funding to be utilised by March 2029
The care model is not appropriate to meet the needs of Children with complex needs	3	2	6	Co design with TCTC and NCCERC
Demand may change and the need for the provision may no longer be there	3	4	12	Regional partnership with NELCP to sell beds. Develop a comprehensive exit strategy
Availability of accurate data on the client group to inform project design and specifications	2	2	4	Work with operational teams, and performance team to gather the data that is needed from various sources

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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Havering
LONDON BOROUGH

CABINET

Subject Heading:	***Revenue and Capital Budget Monitoring Report of 2025/26 as at P10/Q3***
Cabinet Member:	Councillor Chris Wilkins (Cabinet Member for Finance.)
SLT Lead:	Kathy Freeman, Strategic Director of Resources and Sec 151 Officer.
Report Author and contact details:	***Katherine Heffernan, Philippa Farrell, Heads of Finance Business Partnering*** ***01708 432406*** ***Katherine.heffernan@havering.gov.uk, philippa.farrell@havering.gov.uk***
Policy context:	***This report provides a summary of the Council's forecast financial position for 2025/26 as at the end of January 2026.***
Financial summary:	At the end of period 10 of the Financial Year the Council is forecasting an underspend of £17.4m against the mid case scenario and a total underspend of £35m against the total budget including worse case provision. This will require use of £53m of Exceptional Financial Support. The DSG is forecasting an in year overspend that will bring the total deficit to £67.7m.
Is this a Key Decision?	No – the report is for noting

When should this matter be reviewed?

Reviewing OSC:

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

Resources – Enabling a resident-focused and resilient Council - x

Place - A great place to live, work and enjoy

People – Supporting Our Residents to Stay Safe and Well

SUMMARY

1.1.1. This report gives an overview of the Council's financial position setting out the forecast revenue expenditure as at the end of January 2026 with an explanation of the significant variances. It also provides an update on progress towards savings targets and an overview of the capital programme at the end of quarter three.

RECOMMENDATIONS

2.1 Councillors are asked to note the improvements in the Council's financial position that have mean that the forecast outturn position as at the end of P10 is an underspend on the Council's General Fund of £17.4m (sections 4, 5 and 6) and an underspend on the HRA of £2.83m (Section 8)

2.2 Councillors are asked to note the progress toward the delivery of savings as set out in the Council's MTFS as at the end of December 2025 (quarter three of the financial year) as set out in section 7

2.3 Councillors are asked to note the forecast overspend of £31.5m DSG budgets that will bring the overall DSG deficit to £67.7m (section 9). An update on the impact on the Council's financial position following the announcement of the High Needs Stability Grant is given in the same section.

2.4 Councillors are asked to note the update in section 10 on the position of the Council's maintained schools.

2.5 Councillors are asked to note the capital monitoring position of the Council as at the end of December 2025 (quarter three of the financial year) as set out in section 12

2.6 Councillors are asked to note that £3,695,506.79 of irrecoverable Council Tax debt has been passed for approval to write-off.

REPORT DETAIL

3. THE COUNCIL'S REVENUE BUDGET FOR 2025/26

3.1 As is well known to Cabinet, Havering is currently in a period of intense financial pressure as a result of long-standing government underfunding at a time of rapid demographic change and growth. The Council is however continuing to address these challenges, taking strong and concerted action to reduce spending and maximise income. This has resulted in a substantial improvement in the in year financial position since the last report.

3.2 Although Havering is an efficient council with low unit costs in comparison with its neighbours, it was unable to set a balanced budget for 2024/25 and was required to make use of Exceptional Financial Support and capitalise £30.4m of expenditure.

3.3 With no substantial change to funding arrangements for 2025-26 while the population continues to grow this unsatisfactory situation has persisted. The budget has been set on the basis that at least £70.2m of Exceptional Financial Support will be required with the worst-case potential of £88.0m. The total budget requirement in the realistic "mid" case scenario is £274.5m against available funding from Council tax and Settlement Funding Assessment of £204.6m. A contingency of £17.8m has been also added for the worst-case scenario taking the total budget to £292.39m.

3.3 The Exceptional Financial Support allows the Council to use capitalisation for its revenue pressures, funding them with either capital receipts or borrowing. It is subject to stringent conditions and strict government oversight but has allowed the Council to set a balanced budget for this financial year. However, in making use of capitalisation the Council will incur financing costs in the form of MRP and interest on any borrowing.

3.4 To date however the Council has been able to successfully manage its cash position and has not yet had to borrow to meet its revenue pressures. This has been achieved through a strong Treasury management strategy and has made substantial savings on interest.

4. The Revenue Monitoring Position as at the end of Period 10

4.1 An update on the Council's revenue position at the end of quarter three was given in the MTFS report in February. This report updates the position by one month to the end of month 10 and provides more detail. As at the end of January 2026, the Council is forecasting an underspend of £17.4m against the mid-case budget as shown in the table below. This is a large improvement of nearly £10m since the last monitoring report at the midpoint of the year.

4.2 In addition the Council does not now expect to make any use of the £17.8m worst case provision. This means that against the Council's total net budget there will be an underspend of £35.2n. This will still however require the use of around £53m of exceptional financial support

Table One – The Council's Revenue Position at the end of Period 10

TOTAL NET	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget
TOTAL NET	£m	£m	£m	£m	£m
PEOPLE	200.12	173.99	203.26	3.15	2%
PLACE	19.75	17.24	16.37	-3.37	-17%
RESOURCES	29.36	20.29	29.88	0.52	2%
TOTAL SERVICE DIRECTORATES	**249.23**	**211.52**	**249.51**	**0.3**	**0%**
Corporate Budgets	27.73	-10.18	10.04	-17.7	-64%
HRA & DSG - Contribution	-2.37	0	-2.37	0	0%
MID CASE BUDGET	**274.59**	**201.34**	**257.18**	**-17.4**	**-6%**
Worst Case Provision	17.8	0	0	-17.8	-100%
TOTAL NET	**292.39**	**201.34**	**257.18**	**-35.2**	**-12%**
Budget Financing	-292.39	-203.42	-292.39	0	0%
TOTAL NET	**0**	**-2.08**	**-35.21**	**-35.2**	**-12%**

4.3 Since Period 6 there have been some adjustments to the budget with budget being allocated to services to fund the Local Government pay award. This was funded from a central contingency and has no net impact on the position.

4.4 As we approach the end of the year the forecasts are now based mainly on actual expenditure and known commitments but there are still some assumptions contained with the forecast for the continuation of the upwards trends in demand in social care which should help avoid any final swings in forecasts especially in demand led budgets. During the year, the monthly increases in Ageing and Living Well care commitments have been broadly in

line with the assumed trends. However, if the final month changes are lower than the contingency assumed it is possible that the underspend could increase.

4.4 Where services had previously been forecasting potential overspends, managers have been asked to identify and implement further mitigation actions to offset or reduce these pressures which has contributed in many areas to a reduction in forecast. Managers have held vacancies, delayed or reduced expenditure and maximised income in order to achieve this and this effort will continue.

4.5 Although we are nearly at the end of the financial year there are still some risks that could impact the position adversely. Although the current forecast position is an underspend of £17.4m, the total potential range for the final outturn is an **underspend of between £15m to £19m** against the mid case scenario.

Table two: The top risks to the Council's Revenue Position

Risk	Directorate	Description	Value	RAG
Bad Debt	People/Ageing Well	The bad debt position could fluctuate as we approach year end – the income team have been doing additional work on bad debts and figures are yet to be received by the finance business partnering team. There could be an increase/decrease to the position	Up to £1m	
Launders Lane – following Judicial Review	Place/PPP	There could be further costs associated with this land but is not possible to quantify at this time. The landowner should be liable but there is a risk of default.	Non-quantifiable	
Planning Performance Agreement (PPA) - EHDC	Place/PPP	The authority has committed expenditure to the project and must meet milestones to receive compensation (currently on track.) The authority is required to recover additional expenditure from the project promoter which requires an additional re-negotiation of the PPA.	The total value of the PPA is £2m.	

Rental Income	Place - Housing & Property	Issues with void properties, some of which have been impacted by the Regeneration Programme. Renegotiated leases, being less than previous agreements. Stock numbers reduced due to the Regeneration Programme.	TBC	

5. Key Service Variances

5.1 As table one above shows there is a forecast overspend of £0.3m across service budgets. This is made up of £3.15m relating to People services where the current demographic pressures are felt most strongly, offset by forecast underspends of £3.37m within Place mostly relating to an improved income position. There is also £0.5m of forecast overspend in Resources.

5.2 A detailed budget monitoring pack is provided as an appendix, but a summary of the main issues is given below.

5.3 People – Ageing Well

5.3.1 Ageing Well is now broadly on balance. Commissioning and engagement with the market now means that the rates for care being paid by the Council are in line with our policies and much more under control. The main risk in this area is the level of complexity of need experienced by many clients which can mean that 1-2-1 and double handling care packages are required in increasing numbers. However, the increase in demographic demand this year has been in line or slightly under our assumptions resulting in this balanced position.

5.4 Living Well

5.4.1 There is a forecast **overspend of £2.3m** of which £1.1m relates to Housing Demand and £2.6m relates to Adult Social Care, offset by £0.3m underspends in Culture and Leisure.

5.4.2 As for Ageing Well the Social Care pressures mostly arise from the number of new clients and the complexity of their needs which has resulted in an overspend forecast. In addition, the savings achieved from initiatives such as Better Living and targeted reviews have not been in line with targets. However, the growth in the overspend has slowed with only a small increase since P6.

5.4.3 On the other hand the position in Housing Demand has improved greatly since P6 (£2.5m). This is largely due to improved Housing Benefit income. A recent change of systems meant that for a time the level of HB income

was unclear and so only a very low and prudent forecast was included -but now the data and processes are much more robust and more income is forecast. However, the underlying demand pressure remains high. Although the number of new presentations is not currently increasing, the length of time for which households require support is lengthening, resulting in greater costs overall and the availability of PSL accommodation is reducing forcing increased use of more expensive nightly lets

5.4.4 These overspend pressures are partly offset by Culture and Leisure which is forecasting an underspend of £0.36m from the renegotiated SLM contract for Leisure services.

5.5 Starting Well

5.5.1 There is a now a forecast underspend of £0.13m across the whole of Starting Well which is an improvement of £0.67m from period 6.

5.5.2 At the start of the year the position on Home to School transport showed evidence that the changes to policies and processes were helping to control spending and the savings were being achieved allowing some budget to be handed back to the centre. However, since then the traffic issues around Gallows Corner have led to much longer journey times meaning an additional route is required and those costs which are paid by hour not mileage ie driver and escorts have increased. This is partly offset by underspends elsewhere in Education. In particular SEND services has an underspend where an Educational Psychology contract was delayed starting which is contributing to a backlog in EHCP assessments.

5.5.3 The other significant area of overspending is Children in Care which is being driven by a small number of very high-cost residential placements. However, since P6 there has been an increased underspend in Care Leavers placements which is now partly offsetting this.

5.5.4 In addition there are underspends on staffing across Children's Social Care resulting from high numbers of vacancies and in particular the restructure of Early Help which is now concluded.

5.6 Place

5.6.1 There is an **underspend in Place of £3.36m** which is driven by additional income especially in Parking (£2.5m) where it is partly the result of the increase in the Parking penalty charge notice amount and a further £0.7m across the rest of Environment. The position in Planning and Public Protection is now a small overspend of £0.09m which is however a change from a previous underspend position. This is the result of reprofiling of income relating to the EH data centre into next year.

5.7 Resources

5.7.1 There is an **overspend of £0.5m** across Resources which is an improvement since quarter 2 as a result of additional funding for Partnerships being identified. The pressures mostly relate to under achieved income targets in Bereavements and Enforcement/Bailiffs.

6. Corporate Items

6.1 The Council holds a number of Corporate budgets for central costs including capital financing costs, levies and treasury management. At period 10 these budgets are forecast to underspend against budget by £17.7m.

6.2 The amount the Council contributes to the Pension Fund is determined every three years by an actuarial review of the pension fund. The next review is due to conclude in April 2026 but in advance of the review the actuary has indicated that the Council can reduce its past fund contribution in 2025/26 by £2.0m. This contribution reduction will be split between the HRA and the general fund with a reduction to the General Fund of approximately £1.8m

6.3 The Council sets its Capital financing budgets each February based on the latest forecast of capital expenditure at that time. The MRP for 2025/26 is calculated using the Capital Financing Requirement as at 31st March 2025. As there was capital slippage between budget setting and outturn there is an underspend of £1.1m on the MRP budget for 2025/26

6.4 Within the Capital financing budgets there is a planned contribution to reserves of £0.3m. The adequacy of capital reserves was reviewed at year end for 2024/25 and it was concluded that the reserves were sufficient that this contribution was not needed in 2025/26. These budgets will be further reviewed as part of the 2026/27 budget setting process to ascertain future requirements

6.5 The Council budgets for income due on known loans from Mercury Land Holdings (MLH). The Council is expected to receive £0.6m of income above that budgeted due to interest due on the working capital loan to MLH.

6.6 The Council has used internal borrowing to delay the need for external borrowing for both EFS and general Capital spend resulting in a GF underspend of £5.1m and has also been able to generate additional interest on its short-term deposits creating an underspend of £1.5m

6.7 The food waste collection rollout is now forecast to commence in 2026/27 resulting in a saving to the planned budget of £2.1m and there has been £1.8m of other returned growth to the corporate budget.

6.8 The Council holds a contingent budget in relation to Business Rate under indexation and IT. This budget will not be needed in 2025/26 and can also be

deleted on an ongoing basis as part of the 2026/27 budget process releasing an underspend of £2.4m

6.9 There are two Corporate savings which are likely to underachieve creating a £0.5m shortfall. These are the agency levy saving(£0.1m) and the Business Rate Pool £0.4m) . The agency levy shortfall is due to reduced agency levels across the Council which overall is good financially but results in a shortfall in the levy. The Business Rate Pool shortfall is due to a reduction in the levy Thurrock now is liable to pay to the Government as a result of appeals and retail discounts. This reduction will result in a reduced benefit from the joint pool with Thurrock Havering and LBBD

6.10 Concessionary fares are set each December at a meeting of London Council's technical committee. In March after the Council had set its budget it was announced the Councils would receive a rebate of concessionary fares of £0.15m for 2025/26

7. Progress Towards Delivery of Savings

7.1 There are £10.2m of MTFS savings required to be delivered in this financial year. At this stage (end of January) £7.47m has been entirely delivered.

7.2 The remaining £2.78m of savings are highly uncertain and are not expected to be delivered in year. These include two Corporate savings (the agency levy saving (£0.2m) and the Business Rate Pool £0.3m) which are likely to underachieve creating a £0.5m shortfall. There have also been delays in some People savings including the Family Welcome Centre, supported living units at Mowbrays and the new ways of delivering family support in Starting Well. Savings around transitions and targeted reviews have been pursued but have not met the full target in year.

8. Housing Revenue Account (HRA)

8.1 The HRA is forecasting a £2.8m underspend which is an improvement of £0.5m since Period 6.

Table Three: Housing Revenue Account

TOTAL NET	Revised Budget 2025-26	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget

TOTAL NET	£m	£m	£m	£m
Dwelling Rents	-62.44	-62.73	-0.29	0%
Service Charges - Tenants	-8.25	-8.83	-0.58	7%
Service Charges - Leaseholders	-3.48	-3.48	0	0%
Other Income	-0.59	-0.83	-0.24	41%
Interest Receivable	0	-1.1	-1.1	0%
TOTALINCOME	**-74.76**	**-76.97**	**-2.21**	**3%**
Repairs and Maintenance	14.88	14.99	0.11	1%
General Management	24.71	24.17	-0.54	-2%
Special Services	3.08	4.07	0.99	32%
Other Expenditure	3.51	3.43	-0.08	-2%
Interest Payable	17.03	16.14	-0.89	-5%
Depreciation	10.88	10.88	0	0%
Bad Debt	0.67	0.4	-0.27	-40%
TOTAL EXPENDITURE	**74.76**	**74.08**	**-0.68**	**-1%**
NET SURPLUS	**0**	**-2.89**	**-2.89**	**-4%**

8.2 The Period 10 variance (£2.898m), is made up of a range of elements but the most significant are projected interest accrued from a partner loan in the Joint Venture (Wates £1.100m) and a lower than budgeted borrowing requirement for 2025/26 (£0.896m).

8.3 In addition the income forecast is better than budget as a result of lower rent voids (£0.300m). The current estimate of Bad Debt Provision required is £0.265m below budget.

8.4 This has been partially offset by the cost of the Housing Replacement IT System £0.503m and an increase in Hostel costs£0.235m.

8.4 The main risk to the HRA position is the possible impairment of capital assets. This may arise if the Council decided to cancel any of the HRA funded regeneration schemes.

9. Dedicated Schools Grant (DSG)

9.1 There is a forecast overspend of £31.5m on the High Needs Block which is available to fund the costs of support for pupils with Special Educational Needs. This block has been overspending for a number of years now and **by the end of the year the cumulative deficit is expected to be £67.7m** although the statutory override has been extended for another two years.

9.2 The pressure on this budget is driven entirely by demand for additional support which has been increasing very sharply over recent years and is outstripping the increase in grant funding. The Council already has a very inclusive approach to high needs and most spend is in the form of additional

support in mainstream schools and special units which is both the preferred setting for many students and the lowest cost.

9.3 As part of its Final Local Government Settlement the Government announced its intention to provide a High Needs Stability grant to fund 90% of accumulated deficits on the High Needs Block. The remaining 10% will be a local contribution which for Havering will be in the region of £6.7m.

9.4 The provision of this grant will be subject to conditions including the preparation of an acceptable SEND reform plan. Further information is expected to be announced shortly.

10. Maintained Schools

10.1 The Council has 38 maintained and Voluntary Aided schools including one Special School and the rest Infant, Junior or Primary schools. These schools are part of the Council's financial position but have delegated budgets and carry forward their balances from one year to the next.

10.2 In recent years the rate of increase in Education Funding has not kept pace with inflation and many schools have also seen increasing numbers and complexity of children with special educational needs. These combined factors have created severe budgetary pressures and a number of schools are now facing financial difficulties and are in an overall deficit. At the end of 24/25 there were 15 such schools with an overall deficit balance of £6.48m.

10.3 Under the School Financing Regulations schools are not normally permitted to set a deficit budget but it is recognised that this cannot always be avoided. In such circumstances the Local Authority may issue a licensed deficit for a defined period. However, this can only be done after a school has prepared a recovery plan to allow it to return to surplus over a number of years.

10.4 When Schools submitted their three-year budget plans at the end of the summer term it became apparent that in addition to the existing deficit schools a further six were unable to balance their budget this year. The finance team have worked with the Headteachers and Governors of all schools in financial difficulty and the table below shows the position at quarter three.

GROUP	DEFINITION	No	YEAR END FORECAST	COMMENTS
A	Schools Not at Risk of Deficit	10	£1.108m	these schools are in a comparatively healthy position but average balances are still

				lower on average than in previous years
B	Schools at risk of future deficits	7	£0.87m	These schools are forecasting a potential deficit in future years however there is time to take action
C	Schools at risk of deficit this year	6	(£0.25m)	these schools are at risk of deficit but forecasts are improving. (Previous forecast was -£445k)
D	Schools in deficit that have robust recovery plans	6	(£1.15m)	these schools have plans that show a return to surplus over time. Forecast is improving (was -£1.851m)
E	Schools in severe financial difficulty	10	(£8.25m)	these schools have severe and enduring pressures that we have not yet been able to resolve.
			(£8.33m)	

10.5 To put this in context the average budget of a maintained primary school is £3.3m.

11. Earmarked and General Reserves

11.1 The Council's levels of Earmarked and General Reserves are monitored closely and will be reported on throughout the financial year. The Council currently has £15.2m of General Balances and has budgeted to increase this value to £20.2m in 2025/26.

11.2 The Council is committed to building General Reserves to approximately 10% of the net spend in the medium term to safeguard against future risks and uncertainties. The current net spend is £275m and therefore approximately 10% would require a General Balance of £27m. The Council held £15m of general balances at the start of 2025/26 and with the budgetted £5m contribution to be added will have around £20m of general balances at year end.

11.3 The Council held £40.0m of General Fund Earmarked reserves at 31st March 2025. These reserves are split into three main areas being Risk, Contractual and Service projects as displayed in the table below.

Table 4: Earmarked Reserves

RESERVE TYPE SUMMARY	Opening Balance 25/26 £m	Forecast Balance 25/26 £m	Forecast Balance 26/27 £m	Forecast Balance 27/28 £m
Risk Mitigation Reserves	(16,845)	(11,318)	(9,972)	(7,807)
Contractual Reserves	(9,796)	(9,745)	(9,745)	(9,745)
Internally Earmarked Projects	(13,409)	(10,059)	(9,659)	(9,759)
TOTAL	**(40,050)**	**(31,122)**	**(29,376)**	**(27,311)**

11.4 These reserves are kept under constant review and the Council fully recognises the need to maintain Risk and Contractual reserves to offset future risk. In provisionally agreeing the exceptional financial support for recent years the Government fully recognised and agreed with the need to maintain reserves and balances at a level to safeguard the Council in the future

12. Capital Programme

12.1 The current position on the Council's capital programme is set out in Appendix 2. The total in year budget is £243m of which £82m is General Fund and £161m is HRA. This incorporates budget slippage from 24/26. Excluding previous years spend of £588.815m (shown for information in the table above), the total capital programme for 2025/26 and beyond is £1,808.5m split between the GF (£402.77mm) and HRA (£817.50m).

12.2 As in previous years there has been a high level of slippage against the programme. Forecast expenditure this year is £163.9 which is £80m lower than forecast at quarter two. £63.75m of this expenditure is General Fund and £100.14m is HRA. £61m of the reduction in forecast is in the HRA.

12.3 Capital expenditure as at the 30th December is £80.644m to date. Notable achievements so far for 2025/26 are as follows.

- Spend of £18m on the Council Housing Acquisitions Programme, £7.5m on building of a new hostel and over £23m on improving the housing stock across the borough.
- £4.3m on improving the quality of our roads and infrastructure.
- £5m on enhancing our schools and educational facilities.
- £6.3m on the 12 Estates project to improve housing across borough.
- £2m on the regeneration of Bridge Close.
- £392k the purchase of Public Realm (Parks) & (Bereavement Services) vehicles.

13. **Debt Write Off**

13.1 In accordance with Part 3.3 of the Constitution, the Strategic Director of Resources has specific powers to write off sums which are irrecoverable provided that all write-offs are reported to Full Council.

13.2 Council Tax Services, Exchequer & Transactional Services have submitted a list of the Council Tax Debtors where recovery action has been unsuccessful. In the majority of cases it has not been possible to trace the debtor, protracted recovery action has taken place, the debtor is deceased, insolvent or statute barred. The total value of the Council Tax debt is £3,695,506.79. This amount will be written off against the bad debt provision already made in the Council's financial account

IMPLICATIONS AND RISKS

Financial implications and risks:

This report sets out the Council's financial position at the end of quarter one and the main risks to that position. The position and these risks will be carefully monitored throughout the year with updates being brought regularly to Cabinet. Pressures that go beyond the boundary of the financial year will be addressed as part of the Medium-Term Financial Planning process.

Legal implications and risks:

There are no legal implications arising directly from the recommendations in this report.

Human Resources implications and risks:

There are no HR implications arising directly from this monitoring report. Where changes to the workforce are required in response to financial issues then these will be managed in accordance with the Council's policies and procedures.

Equalities implications and risks:
There are no Equalities implications arising directly from this monitoring report. All future changes to Council services made in response to financial pressures will have had an EQIA and consultation carried out as part of their implementation.

Health and Wellbeing implications and Risks

There are no Health and Wellbeing implications arising directly from this monitoring report.

BACKGROUND PAPERS

1 ***The Council's 2025/26 Budget and 2025-2029 Medium Term Financial Strategy***

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Havering
LONDON BOROUGH

Service Revenue Budget Monitoring
Period 10 – January 2025

Appendix Contents

1. Overall Position
2. High Level Risk and Opportunities
3. Savings summary
4. Pillar Detail
   - People
   - Ageing Well
   - Living Well
   - Starting Well
   - Place
   - Resources

5.Dedicated Schools Grant (DSG)

6.HRA

High Level Summary

The Council overall is forecasting a £17.40m UNDERSPEND as at Period 10 (end of January 2026.) This is an **improvement of £9.97m** since P6 which was the last full monitoring report to Cabinet.

TOTAL NET	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget	Forecast Variance P6	Change in Forecast Variance to P6
TOTAL NET	£m	£m	£m	£m	£m		
PEOPLE	200.12	173.99	203.26	3.15	2%	7.38	(4.23)
PLACE	19.75	17.24	16.37	(3.37)	-17%	-3.31	(0.06)
RESOURCES	29.36	20.29	29.88	0.52	2%	0.65	(0.13)
TOTAL SERVICE DIRECTORATES	**249.23**	**211.52**	**249.51**	**0.30**	**0%**	**4.72**	**-4.42**
Corporate Budgets	45.53	(10.18)	27.84	(17.70)	-39%	(12.15)	(5.55)
HRA & DSG - Contribution to Corporate	(2.37)	0.00	-2.37	0.00	0%	0.00	0.00
TOTAL COUNCIL REVENUE	**292.39**	**201.34**	**274.99**	**-17.40**	**-6%**	**-7.43**	**-9.97**
Budget Financing	(292.39)	(203.42)	(292.39)	0.00	0%	0.00	0.00
TOTAL NET	**0.00**	**-2.08**	**-17.40**	**-17.40**	**-6%**	**-7.43**	**-9.97**

Throughout the year the main overspend has been in People services where demographic and other demand for Social Care and Housing Support has been a continuing pressure. However demand growth appears to be stabilising and the pressure is now only £3.15m which is fully offset by £3.37m of income achievement and other underspends in Place. Including £0.5m overspend in Resources the **Services overspend is now only £0.3m which is a less than 1% variance.**

There are also significant underspends in Corporate Budgets meaning that overall the Council is forecasting to underspend against the approved budget. However this will in itself still require **EFS capitalisation/borrowing of £53m.**

High Level Summary of Pressures and Movements

The Council is forecasting a **£17.40m** underspend against its mid-case scenario, requiring exceptional financial support to the value of **£53m.**

As described in the previous slide overall the position has been improving especially within People Services where Ageing Well is balanced and Starting is now showing a small underspend. There has also been a large improvement in Living Well Housing Demand in recent months with more Housing Benefit being processed. However, there are still serious pressures. The level of activity/demand in children's social care remains high and there is an overspend in residential placements for LAC. This is offset by underspends in support for Care Leavers (from a strong programme of reviews) and staffing vacancies especially in Early Help where there is a restructure. There is also a significant pressure in Social Care placements for Working Age adults especially those with Learning Disabilities where the costs of care can be very high.

There has been a strong performance against income targets in Environment especially in Parking following changes to the fines regime and the installation of additional cameras. However, there is now a pressure in Planning and Public Protection primarily due to revised estimates for the EHDC project (increased costs £0.507m and re-profiling of income due to 2026/27 £0.431m.)

There is an overall pressure of £0.5m in Resources largely the result of bereavement income being under target, loss of HB subsidy on exempt accommodation and a shortfall in Bailiff's enforcement income.

These service pressures are all offset by very large underspends in the central corporate budgets including treasury management surpluses, contingencies not being required and other underspends.

High Level Summary of Risks and Opportunities

The Council is forecasting a **£17.4m** underspend against its mid-case scenario, requiring exceptional financial support to the value of **£53m.** This is our central estimate.

As we approach the end of the year the total level of risks and opportunities does narrow. However, there remain a number of risks and opportunities that have been identified by the service – the most significant of which are shown in the next two slides.

The next table shows the most significant financial risks currently faced. Where possible we have put a financial value to them but that has not been possible for all of them. There also remain a similar amount of opportunities (material is over £0.5m). Based on these risks and opportunities we estimate that the final outturn **could vary by up to £2m** (less than 1%) in either direction. This would mean the final outturn in the range of £15m to £19m.

It is possible but much less likely that further risks could materialise before the end of the financial year. There is still **£17.8m** being held corporately to accommodate the worst-case budget scenario but it does not look likely that we will need this (barring a totally unexpected catastrophic event). Even with the realisation of all recognised risks, and no opportunities we should notexceed the worst-case budget and are likely to be underspent against the mid case. This will ease the MTFS slightly as lowercapitalisation costs will accrue – however there is still a persistent budget gap that needs to be addressed in the coming years.

High Level Risks – Please Review

Risk	Directorate	Description	Value	RAG
Bad Debt	People/Ageing Well	The bad debt position could fluctuate as we approach year end – the income team have been doing additional work on bad debts and figures are yet to be received by the finance business partnering team. There could be an increase/decrease to the position	Up to £1m	
Launders Lane – following Judicial Review	Place/PPP	There could be further costs associated with this land but is not possible to quantify at this time. The landowner should be liable but uncertain if defaults.	Non-quantifiable	
Planning Performance Agreement (PPA) - EHDC	Place/PPP	The authority has committed expenditure to the project and must meet milestones to receive compensation (currently on track.) The authority is required to recover additional expenditure from the project promoter which requires an additional re-negotiation of the PPA.	The total value of the PPA is £2m.	
Rental Income	Place - Housing & Property	Issues with void properties, some of which have been impacted by the Regeneration Programme. Renegotiated leases, being less than previous agreements. Stock numbers reduced due to the Regeneration Programme.	TBC	

*Key: Opportunities should be RAG rated - Red means opportunity is unlikely to materialise– Anything under 34% chance of probability should be red. Amber is significant chance of materialising - 35 – 79% probability. Green the opportunity is likely to matieralise – 80% + Finance would recommend green opportunities are included in the forecast

High Level Opportunities

Opportunity	Directorate	Description	Value
Housing Benefit Income	Living Well	There is potential for additional Housing Benefit to be received, there are still claims outstanding so this is hard to estimate at this point so is not included in the forecast	500k - 1m
Placement Contingency	People	There are contingencies being held in all three phases of Social Care services to protect from unforecast increases in commitment from new placements. Although this is a prudent approach to forecasting as we approach year end it is possible that some of this contingency will not be called upon.	£1m in total – £0.3m LAC £0.2m other Starting Well care costs £0.3m Ageing Well £0.2m Living Well

*Key: Opportunities should be RAG rated - Red means opportunity is unlikely to materialise– Anything under 34% chance of probability should be red. Amber is significant chance of materialising - 35 – 79% probability. Green the opportunity is likely to matieralise – 80% + Finance would recommend green opportunities are included in the forecast.

High Level Summary of Savings Delivery

The Council is forecasting delivery of £7.48m savings target. A further £2.78m are rated red.

These red savings mostly relate to People services and include: increasing internal fostering and providing family support in house within Starting Well and the family welcome centre, placement and transitions reviews.

Some of these savings are delayed rather then not achievable and further analysis needs to be carried out for presentation to OSC and Cabinet.

PEOPLE Summary

The forecast across People is a pressure **of £3.15m OVERSPEND** which is 2% of the budget. This is an improvement of £4.23m since Period 6.

PEOPLE	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget	Forecast Variance P6	Change in Forecast Variance to P6
PEOPLE	£m	£m	£m	£m	£m	£m	£m
People - Starting Well	82.78	69.69	82.65	-0.13	0%	0.59	(0.72)
People - Ageing Well	62.23	54.90	62.16	-0.07	0%	0.81	(0.88)
People - Living Well	55.11	49.40	58.45	3.35	6%	5.98	(2.63)
TOTAL PEOPLE	200.12	173.99	203.26	3.15	2%	7.38	-4.23

The People Pillar continues to be the main driver for the Council's overspend position, reporting a **£3.15m** overspend against the mid-case budget position. This is a £4.23m reduction in the forecast since period 6.

Housing Demand has recognised additional Housing Benefit Income, this relates to an under accrual from last year being recognised in this year and an increased run rate in the claims being processed. Prior to this month the implementation of a new system and internal process had prevented claims from being assessed and processed. Now the new system is up and running it appears that the number of new claims is in excess of those forecast based on previous run rates.

Ageing Well has reduced it's forecast based on levelling out client numbers and the market continuing to accept Havering's rates. Starting Well is now forecasting an underspend across the whole service.

PEOPLE: Starting Well

The position in Starting Well is now a forecast underspend of £0.13m. This is an improvement since P6 0f £0.67m.

People - Starting Well	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget	Forecast Variance P6	Change in Forecast Variance from P6
PEOPLE - STARTING WELL	£m	£m	£m	£m	£m	£m	£m
Education	15.38	10.88	15.58	0.21	1%	0.24	-0.03
Starting Well Central Costs	1.93	1.27	2.11	0.18	9%	0.18	0.00
Early Help and Partnerships	5.06	5.61	4.88	-0.18	-4%	-0.17	-0.01
Safeguarding and Corporate Parenting	57.88	50.53	58.32	0.43	1%	0.81	-0.38
Principal Social Worker	2.53	1.40	1.76	-0.76	-30%	-0.76	0.00
TOTAL PEOPLE - STARTING WELL	82.78	69.69	82.65	-0.13	0%	0.54	-0.67

Education There is an overspend in Home to School Transport of £0.38m which is linked to the traffic issues around Gallows Corner which is causing delays resulting in one extra route being necessary and longer journeys resulting in higher costs. This is offset by underspends elsewhere including in the SEND service where there have been delays in procurement an Educational Psychology contract which is also linked to a backlog in EHCP assessments.

Safeguarding and Corporate Parenting The forecast overspend in LAC has reduced to £1.76m and is offset by an underspend on Care Leavers as a result of an successful review programme. However there are still risks around increasing UASC numbers and residential care placements. Staffing budgets have been realigned but there is a net overspend of £0.11m for social work staffing – partly some short term additional staff.

Early Help and Partnerships Changes in this area are driven by a review and update of staffing costs across the service following phase 2 of the Starting Well restructure being implemented.

Savings in **Children's Principal Social Worker** are offset by **Departmental Central Costs** as the staffing budgets span across both areas. The total variance movement from P6 across the 2 areas is minimal

PEOPLE: Ageing Well

Ageing Well is forecast a underspend of **£0.07m** which is almost balanced against budget.

People - Ageing Well	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget	Forecast Variance P9	Change in Forecast Variance	Forecast Variance P6	Change in Forecast Variance from P6
PEOPLE - AGEING WELL	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care	59.77	52.54	59.70	-0.07	0%	-0.09	0.02	0.78	-0.85
Ageing Well Principal Social Workers	0.73	0.60	0.73	0.00	0%	0.00	0.00	0.01	-0.01
Adult Safeguarding	1.72	1.75	1.73	0.01	1%	0.02	-0.01	0.02	-0.01
TOTAL PEOPLE - AGEING WELL	62.23	54.90	62.16	-0.07	0%	-0.07	0.00	0.81	-0.88

The Ageing Well period 10 position is currently showing an almost balanced position with a small underspend of £0.07m. The market rate the Council is offering is now being widely accepted which is a positive change in market behaviour. Complexity is a clear area of focus for in year mitigation with double handling and 121s being under constant review by the service.

There has been a reduction is the forecast pressure of £0.880m from period 6 to period 10 and this is due to releasing £0.500m of the contingency that was built into the budget for placement growth and increases in complexity. The remainder is due to a reduction in the placement forecast due do assumptions being slightly less than forecast. After balancing the period 10 position £0.326m remains in the forecast as contingency. This is not being released due to additional risks that may materialise which include a further reduction in the income forecast and a potential increase to the bad debt position.

PEOPLE: Living Well

Living Well is forecast a pressure of **£3.35m overspend** which is 6% of the budget.

	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget	Forecast Variance P6	Change in Forecast Variance from P6
PEOPLE - LIVING WELL	£m	£m	£m	£m	£m	£m	£m
Housing Demand	11.22	8.04	12.33	1.11	10%	3.65	-2.54
Culture & Leisure	-0.17	2.59	-0.52	-0.35	206%	0.00	-0.35
Living Well ? Adult Social Care	44.06	38.77	46.64	2.58	6%	2.33	0.25
TOTAL PEOPLE - LIVING WELL	55.11	49.40	58.45	3.35	6%	5.98	-2.63

Living Well is forecasting a pressure of **£3.35m** overspend, which is 6% of Budget. This is being driven by Housing Demand and Living Well Social Care. Culture and Leisure is forecasting an underspend driven by the SLM contract negotiation.

Housing Demand is seeing a constant demand in temporary accommodation; the cost increase is being driven an increase in the length of stay of people in temporary accommodation and the hand back of PSL properties which is driving demand at the front door and a lack of supply of accommodation to move people out of temporary accommodation. There has been a reduction of £2.54m in the housing demand forecast from period 6 to period 10. £1.5m of this reduction is due to an increase in the anticipated housing benefit due to be received in Housing Demand. Previously due to a change of systems the data was not robust enough to forecast confidently. The remaining £1.00m reduction is driven by a reduction in the FYO forecast, a slight reduction in the Hotels forecast and using some of the additional grant funding announced in December 2025.

Living Well Social Care pressure is being driven by the complexity and volume of cases against the assumptions in the budget. Clients within this group can be extremely expensive and one placement coming into the service can have a significant impact. After the in year use of the contingency, £0.637m is remaining. However, there are also £376k of savings at risk which are now not forecast to be achieved by year end leaving £0.260m to cover any additional high cost placements until yearend.

PLACE Summary

Forecast **(£3.367m)** underspend (17% of budget) for the Place pillar, there has been a minor improvement of **£0.060m** overall since last quarter.

PLACE	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget	Forecast Variance P6	Change in Forecast Variance to P6
PLACE	£m	£m	£m	£m		£m	£m
Place - Planning & Public Protection	5.14	5.03	5.23	0.09	2%	(0.24)	0.33
Place - Environment	12.68	5.09	9.47	(3.20)	-25%	(3.08)	(0.12)
Place - Housing & Property	1.93	7.12	1.67	(0.26)	-13%	0.01	(0.27)
TOTAL PLACE	19.75	17.24	16.37	(3.37)	-17%	(3.31)	-0.06

Planning & Public Protection £0.092m An overspend in Public Protection £0.33k offset by underspends in other services There has been a £0.330m deterioration in the forecast since prior quarter, primarily caused by EH Data Centre project through re-profiling of income due now in 2026/27 £0.383m. EH Data Centre Planning Performance Agreement (PPA) has a major risk £1.2m not included in the Outturn (see risk), overall risk of £2.056m.

Environment (£3.203m) underspend largely driven by Parking (£2.535m) where PCN fees have risen since April 7th and additional cameras have been introduced. Business Support, Ground Maintenance and AD vacancies (£0.435m), Parks income (£0.050m), Waste and Street Cleansing contracts (£0.183m) make up the rest. Overall, there has been a movement of **(£0.120m)** from prior Quarter from staffing underspends within Business Support and Ground Maintenance.

Housing and Property (£0.256m) underspend. There has been a **(£0.270m)** positive movement from prior quarter due to increased rental income from lease reviews, utilisation of UKSPF Grant, increased Rainham and Beam Park commercial income, increased PTS external income, and energy rebates.

RESOURCES and oneSource Summary

RESOURCES	Revised Budget 2025-26	Actuals YTD as Period 10	Outturn Forecast at end of January	Forecast Outturn Variance	As % of Budget	Forecast Variance P6	Change in Forecast Variance to P6
RESOURCES	£m	£m	£m	£m	£m	£m	£m
Resources - Public Health	-0.09	-6.94	-0.09	0.00	0%	0.00	0.00
Resources Non-Shared LBH	1.34	1.81	1.67	0.32	24%	0.23	0.09
Resources - HR & OD	2.62	2.28	2.63	0.02	1%	0.05	(0.03)
Resources - Customer Services Transformation & IT	3.69	5.93	3.86	0.18	5%	0.02	0.16
Resources - Finance	6.57	5.44	6.31	-0.26	-4%	(0.30)	0.04
Resources - Communication	0.86	1.28	0.89	0.02	2%	0.03	(0.01)
Resources - Partnerships	0.55	1.85	0.59	0.04	7%	0.30	(0.26)
oneSource Cost Share LBH Adjustment	10.88	5.28	11.08	0.20	2%	0.35	(0.15)
Resources - Public Health - Non Grant	2.93	3.36	2.94	0.00	0%	(0.03)	0.03
TOTAL RESOURCES	29.36	20.29	29.88	0.52	2%	0.65	-0.13

Forecast £0.50m overspend at period 10 which is 2% of budget and an improvement of (£0.15m) compared to period 6.

Of the forecasted improvement, (£0.26m) relates to partnerships where the application of one-off funding has now been assumed pending growth being approved as part of the 26/27 budget setting process. This has been partially offset by a worsening within Customer Services, Transformation and ICT owing to a reduction in forecasted cremation related income.

The outturn of £0.5m is made up of:

- £0.2m income shortfall against target for bereavement services; a review of costs will take place in 2026/27;
- £0.2m loss of housing benefit subsidy paid to residents in non-commissioned exempt accommodation; and
- £0.3m bailiff enforcement income shortfall against target – the forecasted net surplus is £0.240m against a £0.540m target.
- The above pressures are partly offset by (£0.26m) vacancy management within the Finance Service.

Corporate Summary – forecast underspend £17.7m

Havering LONDON BOROUGH

CORPORATE	Revised Budget 2025-26	Outturn Forecast at end of P10	Forecast Outturn Variance
CORPORATE	£m	£m	£m
Treasury Management and Capital Financing	18.2	11.4	-6.8
Pension Fund Contributions	8.5	6.7	-1.8
Concessionary Fares	7.3	7.2	-0.1
Levies	18.8	18.8	0.0
Returned service growth – food waste	3.9	0.0	-3.9
Grant Income held Corporately	-43.3	-43.3	0.0
Contingency and contribution to general reserves	6.0	3.6	-2.4
Other Corporate Budgets	6.0	3.34	-2.7
Worst Case Contingent budget held centrally	17.8	17.8	0.0
TOTAL CORPORATE	**43.2**	**25.5**	**-17.7**

Corporate Summary (Continued)

Havering LONDON BOROUGH

Minimum Revenue Provision (GF Underspend £1.1m)
The Council sets its Capital financing budgets each February based on the latest forecast of capital expenditure at that time. The MRP for 2025/26 is calculated using the Capital Financing Requirement as at 31st March 2025. As there was capital slippage between budget setting and outturn there is an underspend of £1.1m on the MRP budget for 2025/26

Budgeted contribution to reserves not required in 2025/26 (GF Underspend £0.28m)
Within the Capital financing budgets there is a planned contribution to reserves of £0.28m. The adequacy of capital reserves was reviewed at year end for 2024/25 and it was concluded that the reserves were sufficient that this contribution was not needed in 2025/26.

Regeneration Income on MLH Loans (Forecast Underspend £0.6m)
The Council budgets for income due on known loans from MLH. The Council is expected to receive £0.5m of income above that budgeted due to interest due on the working capital loan to MLH

Reduction to the borrowing cost for EFS and General Borrowing (gf Underspend £5.1m)
The Council has used internal borrowing to delay the need for external borrowing for both EFS and general Capital spend resulting in a GF underspend

Increased interest receivable (GF Underspend £1.5m)
The Council has been able to generate additional interest to forecast budget on its short term deposits creating an underspend

Corporate Summary (Continued)

Havering LONDON BOROUGH

Contributions to the pension fund: (GF underspend £1.8m)
In advance of the next actuarial review the actuary has indicated that the Council can reduce its past fund contribution in 2025/26 by £2.0m. This contribution reduction will be split between the HRA and the general fund with a reduction to the General Fund of approximately £1.8m

Food Waste (GF Underspend £2.1m)
Food waste collection rollout is now forecast to commence in 2026/27 resulting in a saving to the planned budget

Returned Growth from Services (GF Underspend £1.8m)
A review of service budgets identified growth which could be returned to the Corporate centre and presented as an underspend

Shortfall in Savings (GF Overspend 0.5m)
There are two Corporate savings which are likely to underachieve creating a £0.5m shortfall. These are the agency levy saving (£0.1m) and the Business Rate Pool £0.4m) . The agency levy shortfall is due to reduced agency levels across the Council which overall is good financially but results in a shortfall in the levy. The Business Rate Pool shortfall is due to a reduction in the levy Thurrock now is liable to pay to the Government as a result of appeals and retail discounts. This reduction will result in a reduced benefit from the joint pool with Thurrock Havering and LBBD

Concessionary Fares (GF Underspend £0.15m)
Concessionary fares are set each December at a meeting of London Council's technical committee. In March after the Council had set its budget it was announced the Councils would receive a rebate of concessionary fares of £0.15m for 2025/26

Release of Contingent Items (GF underspend £3.7m)
The Council holds contingent budgets in relation to Business Rate underindexation and IT. These budgets will not be needed in 2025/26 and have also been released on an ongoing basis as part of the 2026/27 budget process

Dedicated Schools Grant (DSG) Summary

Forecast £31.4m Overspend 16.3% of Budget – £2.7m (1.5% increase) from previous period reporting

DSG Block	Post-recoupment budget - LA responsible for	Forecasted Expenditure	Forecast Outturn Variance	% of budget	Notes
Schools Block	98,731	98,731	0	0.0%	£1.291 transfer from Schools Block to High Needs Block
Central Schools Services Block	1,912	1,912	0	0.0%	Expected to be nil or small underspend
High Needs Block	43,721	75,125	31,404	71.8%	Projected expenditure based on current demand
Early Years Block	47,819	47,819	0	0.0%	Expected to be nil or small underspend
DSG overall	**192,183**	**223,587**	**31,404**	**16.3%**	

The material variance within the DSG is in the DSG High Needs Block. The forecasted overspend is reflective of the increasing demand for support, that the current central government formula of distribution does not cover for Havering and other LAs across England. **The cumulative overall DSG deficit forecasted to be carried forward to 2026-27 is expected to be £67.7m.** It should be noted that there is a still one term to go and there is a large backlog of assessments so there is still scope for the forecast to move. ***The range of estimates for the year are from £28m to £34m*** *which would bring the* ***cumulative deficit to £65m to £70m****.*

Government regulations have extended the **Statutory Override for DSG until the end of financial year 2027-28**, as part of the phased transition process as part of the SEND reforms. In the Final Local Government Settlement they announced a High Needs Stability Grant that would cover 90% of the accumulated deficit. However the remaining 10% will require a local contribution to be made at an unspecified time. This is forecast to be £6.7m

For Havering this will be in the region of £7m.

Housing Revenue Account

Forecast **(£2.898m)** underspend.

Items	2025/26 Budget (£M)	2025/26 Forecast (£M)	2025/26 Variance (£M)
Dwelling Rents	(62.436)	(62.731)	(0.295)
Service Charges - Tenants	(8.250)	(8.826)	(0.576)
Service Charges - Leaseholders	(3.483)	(3.483)	0.00
Other Income	(0.586)	(0.827)	(0.241)
Interest Receivable	0.00	(1.100)	(1.100)
Total Income	**(74.755)**	**(76.967)**	**(2.212)**
Repairs and Maintenance	14.876	14.986	0.110
General Management	24.715	24.171	(0.544)
Special Services	3.075	4.072	0.997
Other Expenditure	3.515	3.427	(0.0884)
Interest Payable	17.033	16.137	(0.896)
Depreciation	10.877	10.877	0.000
Bad Debt	0.665	0.400	(0.265)
Total Expenditure	**74.755**	**74.070**	**(0.686)**
HRA – (Surplus)/Pressure	**0.000**	**(2.898)**	**(2.898)**

The Period 10 variance (£2.898m), is due to the projected interest accrued from a partner loan in the JV HWR from Wates (£1.100m), the HRA borrowing requirement for 2025/26 being less than the budget by (£0.896m), lower void loss than budgeted of (£0.300m), communal utility bills (£0.270m), less Bad Debt Provision required (£0.265m), higher RTB completions expected (£0.133m), 8% agency costs (£0.105m), the Tenant Incentive Scheme (TIS) (£0.050m), the Insurance recharge less than budget (£0.110m), court costs (£0.110m), income from licenses (£0.040m), Utility Meter Checking post no longer required (£0.050m), recharges not evidenced (£0.114m). staffing underspends (£0.054m) and miscellaneous items (£0.039m).

This has been partially offset by the cost of the Housing Replacement IT System £0.503m and an increase in Hostel costs £0.235m.

The main risk is possible impairment. This may arise if the Council decided to cancel any of the HRA funded regeneration schemes.
The movement from Period 9 (£2.611m) is mainly due to higher RTB completions expected (£0.133m), less Bad Debt Provision required (£0.100m), staffing underspends (£0.054m)).

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APPENDIX 2 – CAPITAL MONITORING UPDATE Quarter 3

1. CAPITAL MONITORING

1.1. The Capital programme for 2025/26 through to 2029/30 was agreed at Council in February 2025. Since then slippage from 2024/25 has been added as per the capital outturn report and there have been some additions to the programme resulting in a summary programme as set out in the table below.

Summary of Existing Approved Capital Programme	Previous Years Budget £m	2025-26 Budget £m	2026-27 Budget £m	2027-28 + Budget £m	Total Budget £m
Ageing Well	6.159	3.899	2.123	0.000	12.181
Living Well	28.280	3.743	1.215	3.381	36.620
Starting Well	6.006	5.427	12.820	27.546	51.799
People	**40.446**	**13.069**	**16.158**	**30.928**	**100.600**
Environment	31.655	15.285	11.650	21.000	79.590
Housing & Property (GF)	64.470	45.918	193.466	43.153	347.008
Housing & Property (HRA)	440.213	161.486	214.710	441.306	1,257.714
Planning & Public Protection	0.703	0.333	0.770	0.000	1.806
Place	**537.042**	**223.021**	**420.596**	**505.459**	**1,686.118**
Customer Services	6.886	0.088	0.000	0.000	6.974
Finance	0.065	0.532	1.929	0.000	2.526
Partnership Impact and Delivery	3.450	6.678	1.783	0.000	11.911
Resources - Public Health	0.305	0.032	0.000	0.000	0.337
Resources	**10.705**	**7.331**	**3.712**	**0.000**	**21.749**
Grand Total	**588.193**	**243.421**	**440.466**	**536.387**	**1,808.467**

GF / HRA Split	Previous Years Budget £m	2025-26 Budget £m	2026-27 Budget £m	2027-28 + Budget £m	Total Budget £m
General Fund	147.980	81.936	225.757	95.081	550.753
Housing Revenue Account	440.213	161.486	214.710	441.306	1,257.714
Grand Total	**588.193**	**243.421**	**440.466**	**536.387**	**1,808.467**

1.2. Financing - The Council finances its capital expenditure through a combination of resources both internal and externally generated. Each funding stream is considered in terms of risk and affordability in the short and long term. The current and future climates have a significant influence on capital funding decisions. As a result, the planned disposals and borrowing costs are kept

under regular review to ensure timing maximises any potential receipts or reduces borrowing costs.

1.3. Excluding previous years spend of £588.193m (shown for information in the table above), the total capital programme for 2025/26 and beyond is £1,808.467m split between the GF (£402.770m) and HRA (£817.503m). Funding for the planned capital expenditure for both the GF and HRA is set out in the 2 tables below.

General Fund Financing	2025/26 Financing Budget	2026/27 Financing Budget	2027/28+ Financing Budget	Total Financing Budget
	£m	£m	£m	£m
Capital Receipts	9.020	8.538	5.191	**22.748**
Revenue & Reserves	0.481	3.063	0.000	**3.543**
Grants & Other Contributions	23.975	52.053	16.300	**92.328**
Borrowing	48.459	162.102	73.590	**284.151**
Total GF Financing	**81.934**	**225.755**	**95.081**	**402.770**

HRA Financing	2025/26 Financing Budget	2026/27 Financing Budget	2027/28+ Financing Budget	Total Financing Budget
	£m	£m	£m	£m
Capital Receipts	51.797	40.104	114.848	**206.749**
Revenue & Reserves	11.773	12.955	38.380	**63.109**
Grants & Other Contributions	20.827	11.246	11.246	**43.319**
Borrowing	77.089	150.405	276.832	**504.326**
Total HRA Financing	**161.486**	**214.710**	**441.306**	**817.503**

2. Capital Achievements as at 31st December 2025

2.1. Capital expenditure as at the 31st December is £80.644m to date. Notable achievements so far for 2025/26 are as follows.

- Spend of £18m on the Council Housing Acquisitions Programme, £7.5m on building of a new hostel and over £23m on improving the housing stock across the borough.
- £4.3m on improving the quality of our roads and infrastructure.
- £5m on enhancing our schools and educational facilities.
- £6.3m on the 12 Estates project to improve housing across borough.
- £2m on the regeneration of Bridge Close.
- £392k the purchase of Public Realm (Parks) & (Bereavement Services) vehicles.

- £421k spent on home adaptations to allow residents to continue living in their own homes.

3. 2025/26 Capital Programme

3.1. The report below sets out the Period 9 position for the Council's capital programme for the 2025/26 financial year.

	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Starting Well	5.427	5.180	(0.247)
Living Well	3.743	0.335	(3.408)
Ageing Well	3.899	3.069	(0.830)
People	**13.069**	**8.584**	**(4.485)**
Housing & Property (GF)	45.918	35.934	(9.984)
Housing & Property (HRA)	161.486	100.144	(61.342)
Planning & Public Protection	0.333	0.417	0.084
Environment	15.285	13.515	(1.770)
Place	**223.021**	**150.010**	**(73.011**
IT Digital and Customer	6.678	5.156	(91.522)
Customer Services	0.088	0.077	(0.011)
Finance	0.532	0.032	(0.500)
Public Health	0.032	0.032	0.000
Resources	**7.331**	**5.298**	**(2.033)**
Total	**243.421**	**163.892**	**(79.529)**

	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
General Fund	81.936	63.748	(18.187)
Housing Revenue Account	161.486	100.144	(61.342)
Total	**243.421**	**163.892**	**(79.529)**

3.2. The forecast expenditure for 2025/26 is £163.892m with actual expenditure at the end of Period 9 of £80.644m. Whilst most project budgets are on track to be spent over the full MTFS period there are a number of projects where expenditure has slipped back into future years, the explanations for the main programmes that contribute towards changes in the slippage are provided below:

3.3. **PEOPLE**

3.3.1. Starting Well

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Childrens Social Care Programme	0.340	0.084	(0.255)
Education - Other	0.011	0.000	(0.011)
Schools	5.077	5.096	0.019
Education	**5.427**	**5.180**	**(0.247)**
Starting Well	**5.427**	**5.180**	**(0.247)**

There is no significant movement in the P9 forecast compared to the expenditure forecast in P6.

3.3.2 Living Well

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Art & Culture	0.100	0.000	(0.100)
Leisure Other	2.064	0.330	(1.734)
Leisure SLM	0.792	0.000	(0.792)
Housing Demand (GF)	**2.957**	**0.330**	**(2.627)**
Libraries	0.786	0.005	(0.781)
Leisure SLM	**0.786**	**0.005**	**(0.781)**
Living Well	**3.743**	**0.335**	**(3.408)**

Leisure Other – Increase in Slippage of £1.734m

£1.2m of the slippage relates to Brittons Playing Field 3G Football Hub Development. A decision on whether to proceed with the project will be made later in January or early February; therefore, it is unlikely that any expenditure will occur within this financial year.

Leisure SLM – Increase in Slippage of £0.792m

The slippage relates to SLM - Sapphire Ice and Leisure - Fit Out. This has been earmarked to install PV solar panels on the roof, which is now forecast to take place in 2026/27.

Libraries – Increase in Slippage of £0.781m

£0.595m of the slippage relates to the Library conditions works. Specifications for Hornchurch library works are being developed which requires new roof and cladding/windows.

3.3.3 Ageing Well

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Adults Social Care - DFG	2.606	2.749	0.143
Adults Social Care - Other	1.293	0.320	(0.973)
Adults Social Care	**3.899**	**3.069**	**(0.830)**
Ageing Well	**3.899**	**3.069**	**(0.830)**

Adults Social Care - Other – Variance of £0.973m

The variance relates to the Adults Learning Disabilities Provision Build at Mowbrays. The construction has been completed and became operational in March 2025. Final costs are still due but the project is forecast to be underspent by £0.915m.

3.4. PLACE

3.4.1. Housing and Property – General Fund

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Mercury Land Holdings	21.153	12.915	(8.238)
Bridge Close - School	0.180	0.180	0.000
Rainham & Beam Park	1.720	1.639	(0.081)
Regeneration - Other	7.108	8.231	1.123
Regeneration - TfL	0.000	0.000	0.000
Regeneration & Place Shaping	**30.162**	**22.966**	**(7.196)**
Corporate Buildings	4.642	2.169	(2.474)
Health & Safety	0.015	0.015	0.000
Pre Sale Expenses	0.322	0.078	(0.244)
Schools Building Maintenance	4.074	4.074	0.000
Schools Expansions	4.333	4.317	(0.016)
Vehicle Replacement	2.124	2.070	(0.053)
Housing, Property and Assets	**15.510**	**12.723**	**(2.787)**
Insight, Policy & Strategy	0.246	0.246	0.000
Insight, Policy & Strategy	**0.246**	**0.246**	**0.000**
Housing & Property (GF)	**45.918**	**35.934**	**(9.984)**

MLH – Increase in Slippage of £8.238m

£6.788m of the slippage relates to the development of Angel Way (former car park). There is a further 3-month delay in scheme start based on latest Business Plan projections received from Mercury Land Holdings.

£2.794m of the slippage relates to the Reactive Acquisition Fund Loan. Budget used to balance the MLH programme based on current business plan, sites confirmed and timing assumptions for developments.

Corporate Buildings – Increase in Slippage of £2.474m

£2.370m of the slippage relates to Corporate Buildings and other initiatives. The Town Hall roof works will now commence in the Spring 2026. There have been delays in planning and approvals are still due. Tenders are due to go out early February 2026.

3.4.2. Housing & Property (HRA)

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
12 Estates	6.268	4.938	(1.330)
Bridge Close Acquisitions	18.511	4.240	(14.272)
Bridge Close Regeneration	0.412	0.400	(0.012)
HRA Regeneration	67.026	24.175	(42.851)
Regeneration & Place Shaping	**92.217**	**33.753**	**(58.464)**
HRA Stock	69.269	66.391	(2.877)
Housing, Property and Assets	**69.269**	**66.391**	**(2.877)**
Housing & Property (HRA)	**161.486**	**100.144**	**(61.342)**

12 Estates – Increase in Slippage of £1.330m

There scheme has experienced delays on modular contract start resulting in a slippage of £1.330m.

Bridge Close Acquisitions – Increase in Slippage of £14.272m

The slippage is based on the updated forecasts which reflect the delays in acquisitions until next financial year. There are 5 properties remaining to be bought back, with an estimated value of £2.65m. These are now not expected to complete until next financial year due to ongoing negotiations meaning slippage with the financial investment to the JV.

HRA Regenerations – Increase in Slippage of £42.851m

£20.129m of the slippage relates to the 12 sites programme. Current forecast expenditure for the estates are £4.4m for Chippenham Rd demolition/PCSA/ Construction, £3.2m for Farnham and Hilldene and £1.6m on the Waterloo road estate.

A delay in acquiring 75 unsold units at Park Rise has led to the slippage in the programme.

£17.700m of the slippage relates to the Rainham Acquisitions budget. Negotiations continue with the landowner to obtain up to 59 newly developed homes in Rainham for use as affordable housing. This is unlikely to complete as the owner is seeking a leasehold transaction. Officers are seeking alternative acquisition opportunities.

£5.021m of the slippage relates to MLH schemes. Forecast 2025/26 is for the completed affordable homes at the Roe Wood Park development. 7 of the 47 will complete in 2025/26, and the rest in 2026/27.

HRA Stock – Increase in Slippage of £2.877m

The main elements of the slippage is as a result of the following –

- The Residents Safety budget, as the works are not expected on site until April 2026 these budgets will be slipped into 2026/27. (£1.220m)
- The Energy Saving works budget (£0.6m), Corporate CCTV project works £0.5m to be slipped and remainder relates to fencing on estates due to S20 process.

3.4.3. Planning & Public Protection

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Enforcement	0.306	0.390	0.084
Planning TfL	0.027	0.027	0.000
Planning & Public Protection	**0.333**	**0.417**	**0.084**
Planning & Public Protection	**0.333**	**0.417**	**0.084**

There is no significant movement in the P9 forecast compared to the expenditure forecast in P6.

3.4.4. Environment

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Environment - TfL	2.116	2.102	(0.014)
Highways & Street Lighting	10.447	10.194	(0.253)
Environment - Parking	0.109	0.109	0.000

Public Realm - Grounds Maintenance	0.014	0.014	0.000
Public Realm - Parks	1.193	0.980	(0.212)
Public Realm - Waste	1.407	0.116	(1.291)
Environment	**15.285**	**13.515**	**(1.770)**
Environment	**15.285**	**13.515**	**(1.770)**

Public Realm - Waste – Increase in slippage of £1.291m

The slippage relates to delay in food waste vehicles due in 2026/27.

3.5. RESOURCES

3.5.1. IT Digital and Customer

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
ICT Cloud Migration	1.644	1.644	0.000
ICT Modern Device Management	2.101	1.854	(0.247)
Transformation	2.933	1.658	(1.274)
IT, Digital & Transformation	**6.678**	**5.156**	**(1.522)**
Resources - Partnership Impact and Delivery	**6.678**	**5.156**	**(1.522)**

Transformation – Increase in slippage of £1.274m

The slippage of £1.274m relates to the Digital Platforms programme. The programme is currently under review following AI trials in September 2025. The expenditure is now expected to slip to 2026/27.

3.5.2 Customer Services

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Cemeteries and Crematorium	0.088	0.077	(0.011)
Bereavement & Registration Services	**0.088**	**0.077**	**(0.011)**
Resources - Customer Services	**0.088**	**0.077**	**(0.011)**

There is no significant movement in the P9 forecast compared to the expenditure forecast in P6.

3.5.3 Public Health

Programme Area /Service/ Directorate	Budget 2025/26 £m	2025/26 Forecast Period 9 £m	2025/26 Variance £m
Insight, Policy & Strategy	0.032	0.032	0.000
Insight, Policy & Strategy	**0.032**	**0.032**	**0.000**
Resources - Public Health	**0.032**	**0.032**	**0.000**

There is no significant movement in the P9 forecast compared to the expenditure forecast in P6.

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Havering
LONDON BOROUGH

CABINET

Subject Heading:	Corporate Plan Q3 Performance Report: (2025/26)
Cabinet Member:	Councillor Ray Morgon
ELT Lead:	Mark Ansell, Director Public Health
Report Author and contact details:	Jodie Gutteridge | Corporate Policy and Performance Lead Jodie.gutteridge@havering.gov.uk
Policy context:	The report sets out Quarter 3 performance for the metrics identified in the Corporate Plan for each of the three strategic priorities - Supporting our residents to stay safe and well - A great place to live work and enjoy - Enabling a resident-focussed and resilient council
Financial summary:	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
Is this a Key Decision?	No
When should this matter be reviewed?	The Corporate Performance Report will be brought to Cabinet at the end of each quarter.
Reviewing OSC:	

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

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

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 2 2025/26)
- Long-term performance – with the same time the previous year (Quarter 3 2024/25, where available)

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

RECOMMENDATIONS

Members are asked to consider 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.

REPORT DETAIL

Quarter 3 2025/26 RAG Summary

1. As at the end of Q3 2025/26, **121** Corporate Performance Indicators have been measured.

2. Of the 121 indicators:
   38 are narrative only
   18 do not have a target (Target is not applicable)
   11 are fiscal year annual indicators for which an outturn is not due until end of Q4. Their current RAG status reflects the position as at their last reporting period (Q4 2024/25).
   These 67 indicators will be excluded from the RAG rating summary for this reporting period (Q3 2025/26).

3. This leaves **54** indicators in the Q3 2025/26 RAG Rated summary:
   21 (39%) have a RAG status of **Green**.
   12 (22%) have a RAG status of **Amber**.
   21 (39%) have a RAG status of **Red**.

   Of the 21 Red RAG rated indicators, 4 will remain red at the end of the Q4 reporting period, as they are already complete.

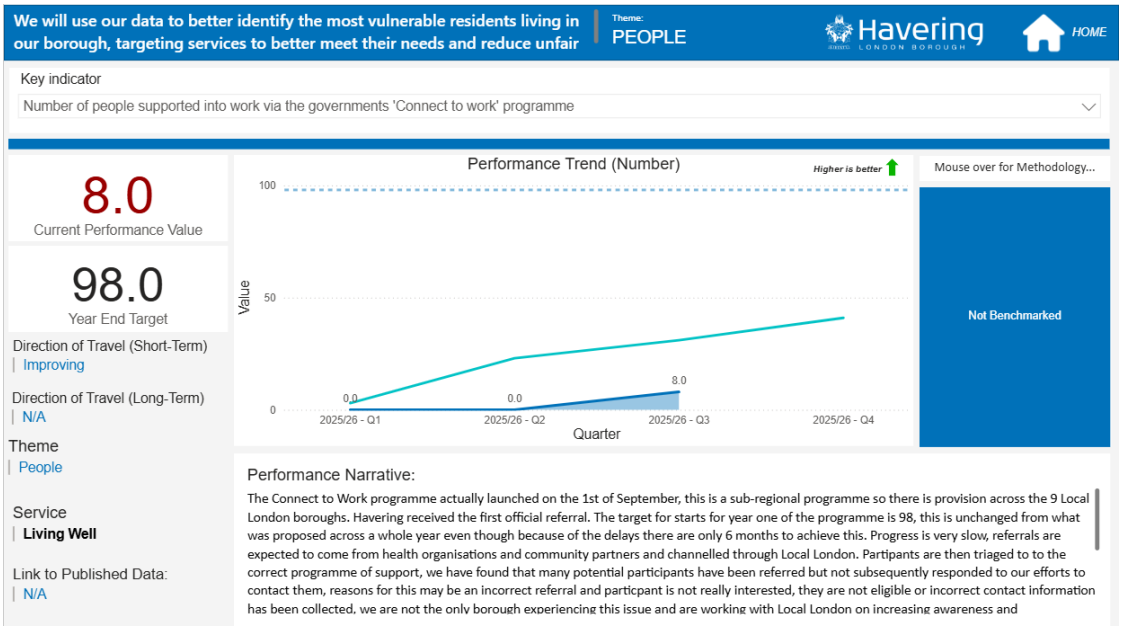
   3 are annual indicators which were completed in Q1 (end of June 2025) for the previous fiscal year. These are 'Percentage of PDRs completed', broken down by Directorate (People, Place and Resources).
   1 is a calendar year annual indicator which was completed in Q3 (end of December 2025). This is 'Percentage of people over 65 who have been diagnosed with dementia in each counting year'.

4. A full breakdown of the report is available in Power BI and can be viewed using this link.

5. As requested at Scrutiny on 22nd October 2024, we have continued to provide a screenshot of each of the Red RAG rated indicators, below, for cabinet's information. Please be aware that not all the commentary can

be included in the screen shots provided within the report, so in order to read the full performance narrative, please do visit the Power-bi report using the link above.

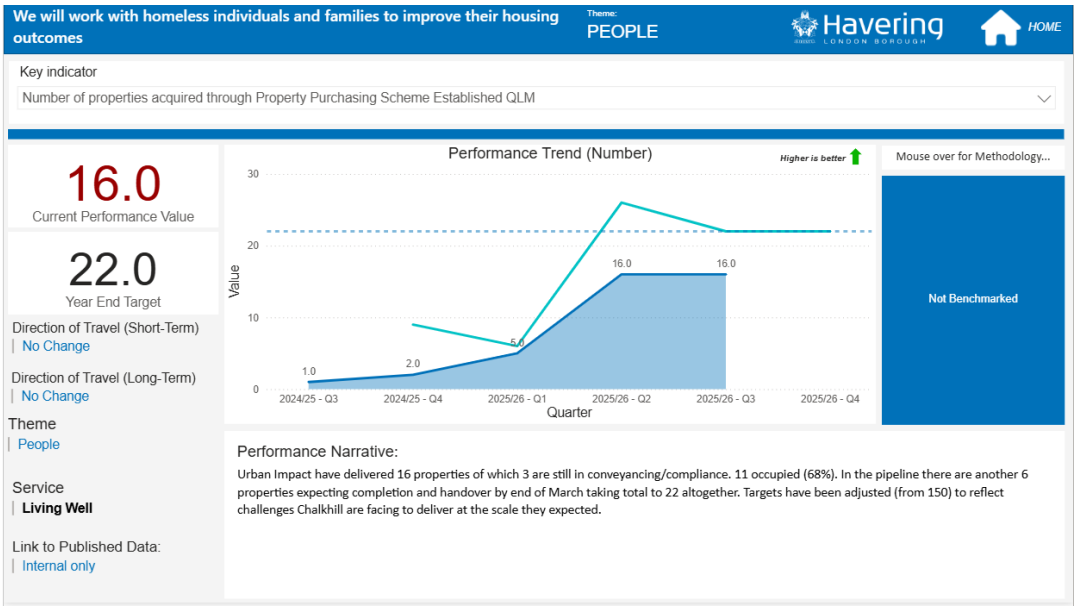
6. There follows additional commentary on the 22 red RAG rated indicators described above, highlighting why the indicator is red and plans for improving performance.



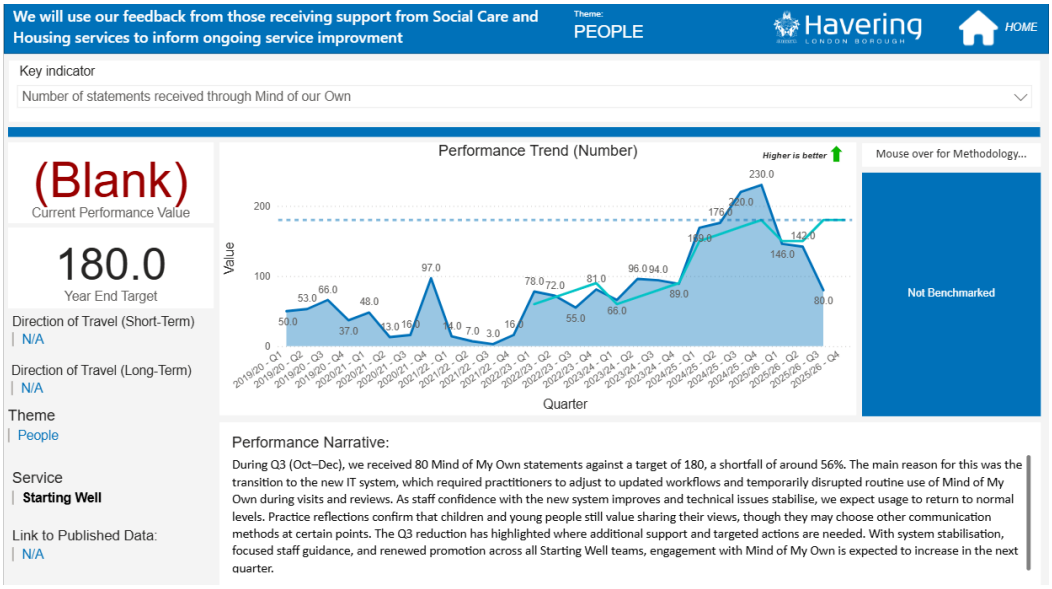
As identified in Q2, the 'Connect to work' programme which was due to start in June 2025, did not officially start until September 2025. The delivery plan, which has been agreed, covers the activities to be undertaken to support residents, but work now needs to be completed within 6 months to achieve the 98 year-end target. Progress is slow, through the triage process and then potential participants failing to respond to our efforts to contact them. This is not a Havering specific issue as other boroughs are experiencing this also and we are working with Local London on increasing awareness and understanding to increase contact referrals.

The team must undergo an internal restructuring exercise to bring in new posts to increase capacity, this has caused delays to the programme performance and will continue to have an impact until the exercise is complete.

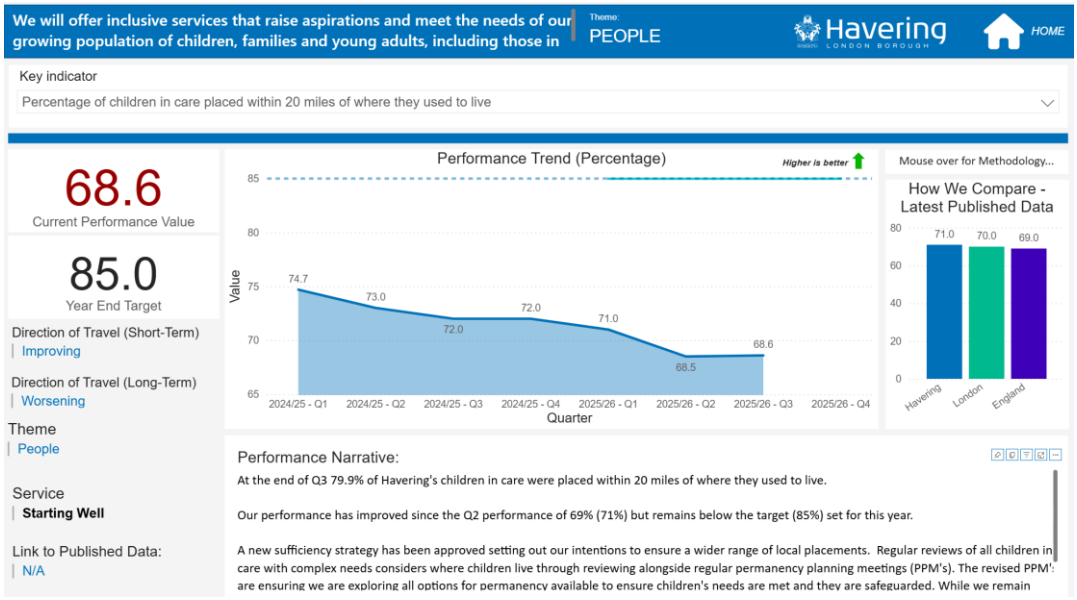
A recruitment exercise to employ specialists as the programme grows has been completed and one new team member will start in Q4. Throughout Q4 we will continue to monitor performance.



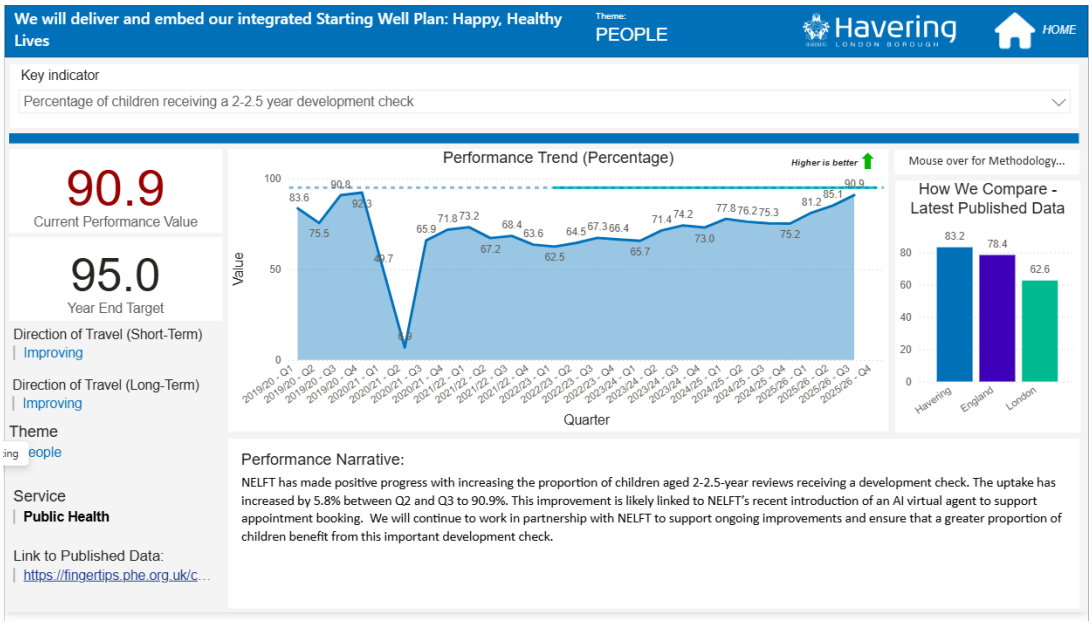
At the end of Q3 we have spoken to our provider to increase the pipeline, however Chalkhill are facing challenges to deliver at the scale we are expecting. Due to this we have adjusted our target from 150 down to 22 and although we are showing as a red at the end of Q3 there are 6 additional properties expecting completion and handover, on top of the 16 already delivered, by the end of Q4 hitting our revised target.



Unfortunately, the transition over to a new IT system as part of the councils ‘Big Move’, impacted upon the use of ‘Mind of My Own’, which is reflected in the Q3 figures. This should only be a temporary decline in performance and we expect to see usage level improve during Q4.

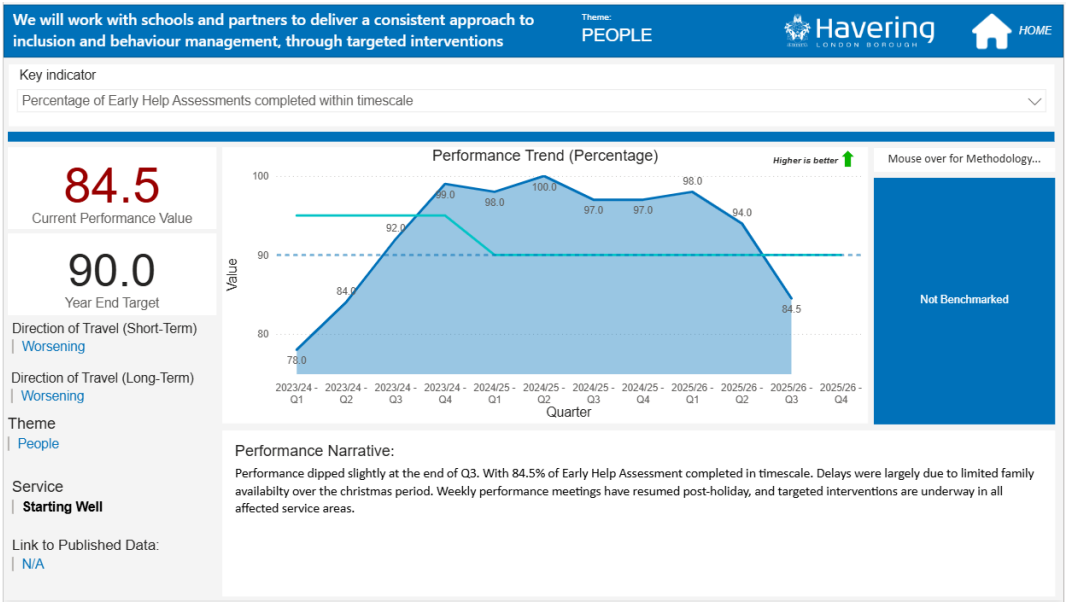


As the chart shows, the performance has slowly been declining over time, however we have seen a slight improvement when compared to Q2. The approval of the Sufficiency Strategy sets out our intentions to ensure a wider range of local placements, following our commitment to placing children as close to home as possible as our approach is based on the interest of the child with stability and progress as key considerations.

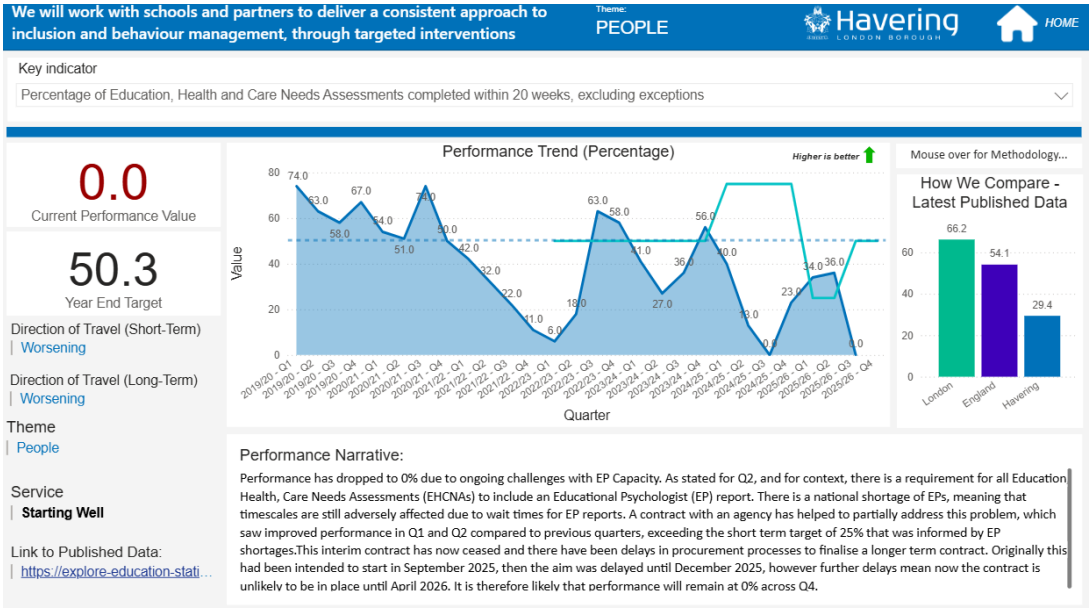


Following the identification of the error in reporting from NELFT in Q4 2024/25, NELFT have made positive progress with increasing the proportion of children aged 2 -2.5 years reviews receiving development checks including the introduction of an AI virtual agent to support appointment bookings.

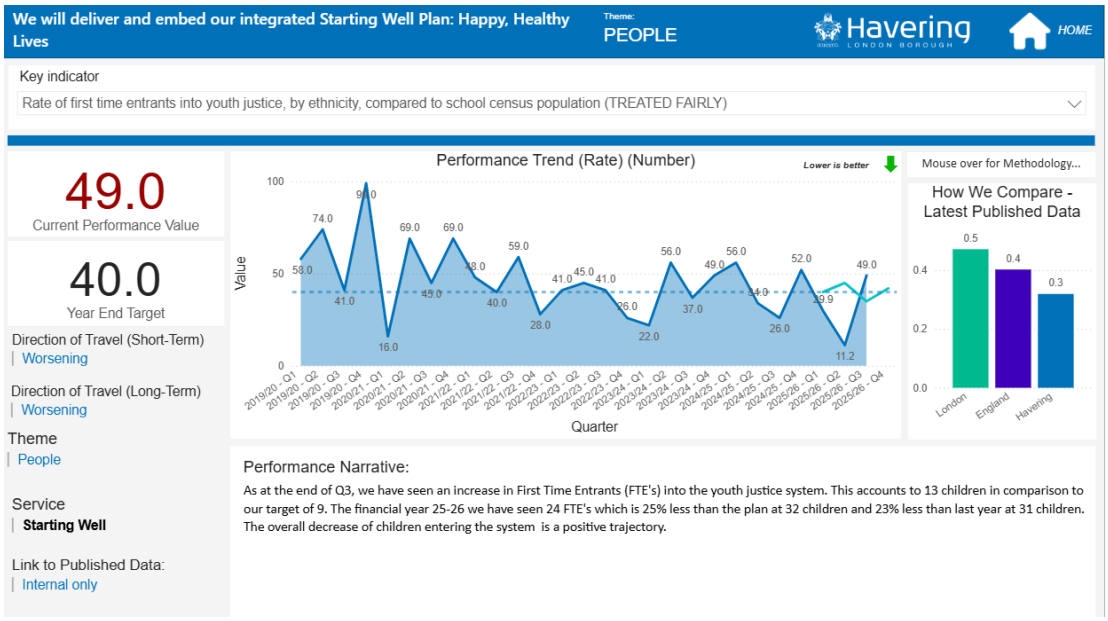
As you can see from the chart, we have continued to see an improvement in performance and have increased our performance by 5.8% between Q2 and Q3 bringing our Q3 figure up to 90.9%. We will continue to work with them to support ongoing improvements.



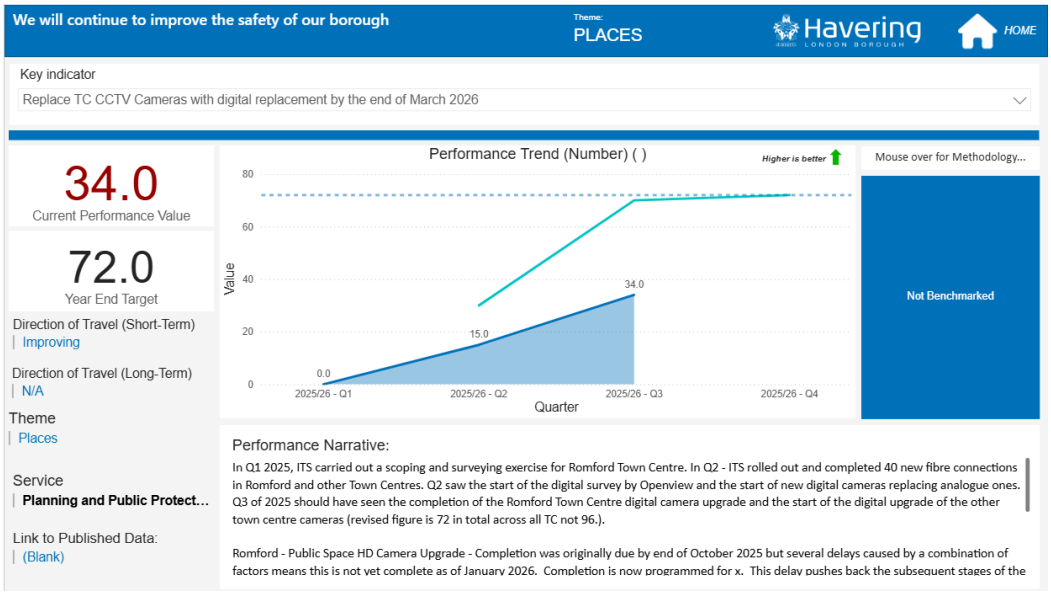
We have continued to be above target for this indication, however due to limited family availability over the Christmas period our performance has declined from 94% in Q2 to 84.5% in Q3. We have resumed our weekly performance meetings and have implemented targeted interventions in all affected service areas. This should bring our performance back up to above our target by the end of the year.



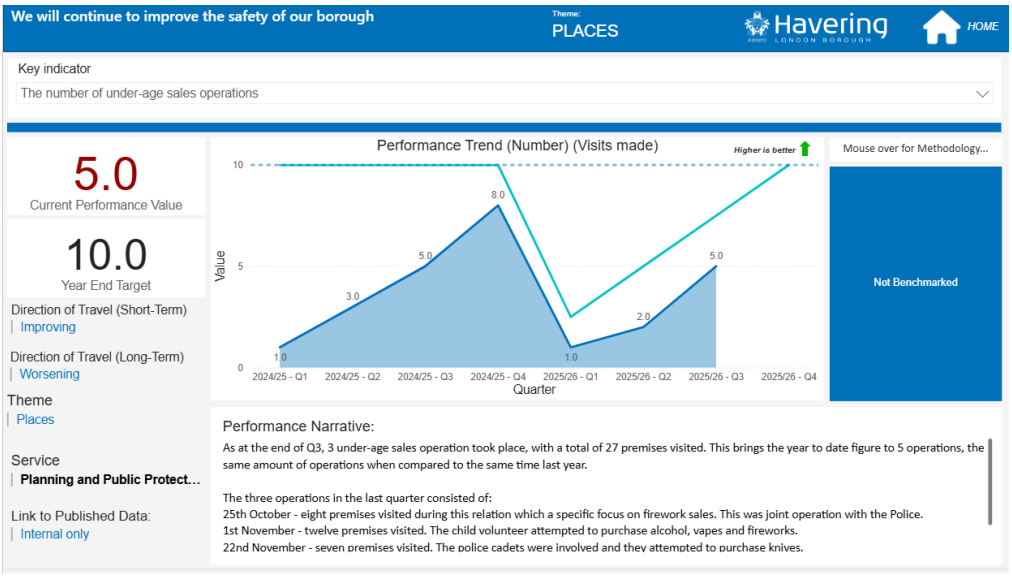
There is statutory a requirement for all Education Health, Care Needs Assessments (EHCNAs) to include an Educational Psychologist (EP) report. However, there is a national shortage of EPs at a time when there has been a huge, sustained and rapid increase in the need for EHCNAs. During Q2, and the months preceding it, the SEND Service had a contract in place with an agency who can deliver EP advice for EHCNAs. The additional capacity this contract provided addressed the gap between the number of EHCNAs the Council needed to complete and our EP capacity (to complete psychological reports). This contract, which was short-term and established via a waiver to competitive tender, ended, and there have been significant delays in completing and awarding a new contract following a competitive tender. Specifically, initial estimates were that this contract would be in place by September 2025, though this was then pushed back to December 2025, and then again, with a best case scenario now being that the contract will start in April 2026. Consequently since the previous contract elapsed there has been a gap in the ability to undertake EHCNAs and our EP capacity and so assessments cannot be completed within the statutory timescales of twenty weeks, and with a backlog of agreed assessments awaiting the allocation of an EP having emerged, performance on this measure will not improve (and will remain red) for at least the first quarter of 2026-2027 even if the contract is finalised in April.



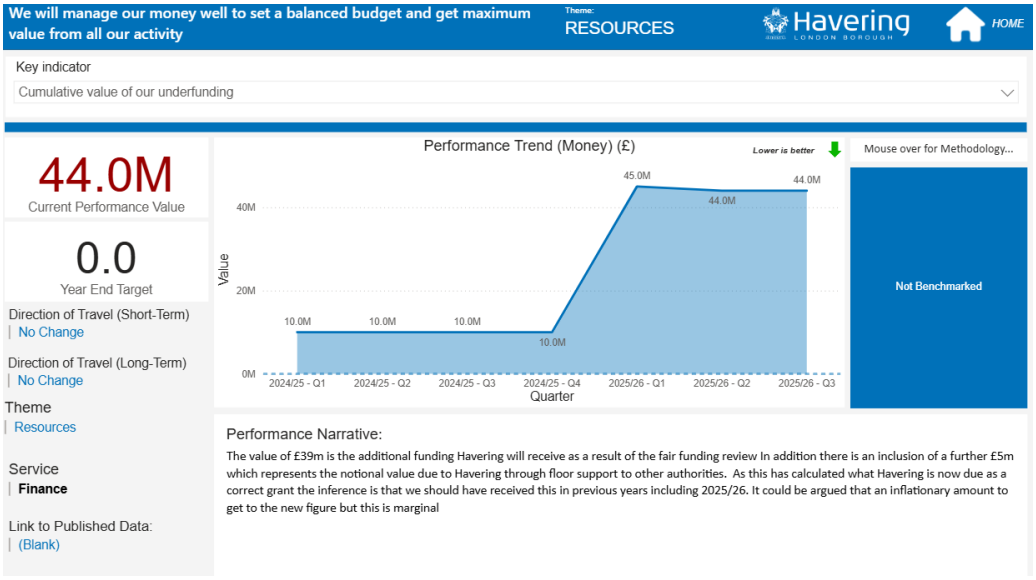
Although throughout the financial year we have seen a 25% reduction in first time entrants into youth justice, during Q3 we have seen an increase in children (13), which is why we are showing as Red. The decline in performance is partly down to court dates taking place in Q3 when the offences occurred in the summer holidays (Q2). Despite the increase in Q3, the overall decrease of children entering the system is a positive trajectory, one which we hope to continue.



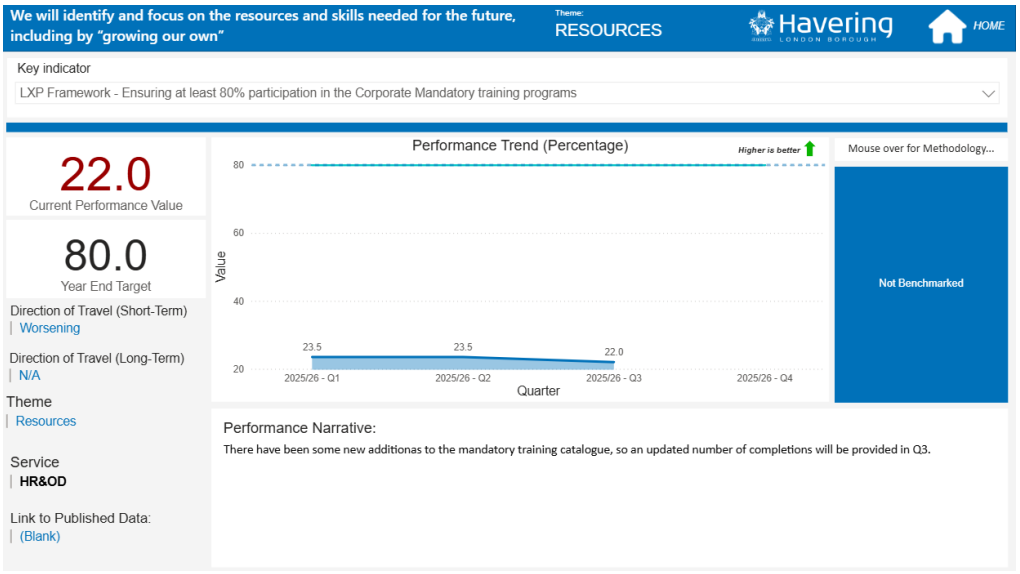
Unfortunately, several delays, caused by a combination of factors including damaged cable infrastructure and hardware issues, means that Romford Town Centre completion which was due in October is still not complete at the end of Q3. This has had a knock-on effect for the upgrade of other Town Centre cameras pushing this part of the project into the next quarter. The Programme board is working on resolving the outstanding issues to get phase 1 complete by the end of April 2026. Mitigations in Phase 2 of the project are being explored to help regain programme.



We are slightly behind on our quarterly target having completed 5 operations at the end of Q3. However, as part of those operations we have visited 44 premises (9 Q1, 9 Q2 and 27 Q3) and with only one test purchase failure during Q1. Over the last financial year, the department has faced several challenges that have affected the ability to meet the required number of age restricted test purchases, the most significant factor has been the shortage of child volunteers. Despite holding outreach sessions, engaging with local community groups and approaching council staff, recruitment has yielded very limited results. This has directly restricted the capacity to conduct the volume of underage sales (UAS) operations needed to meet the targets.



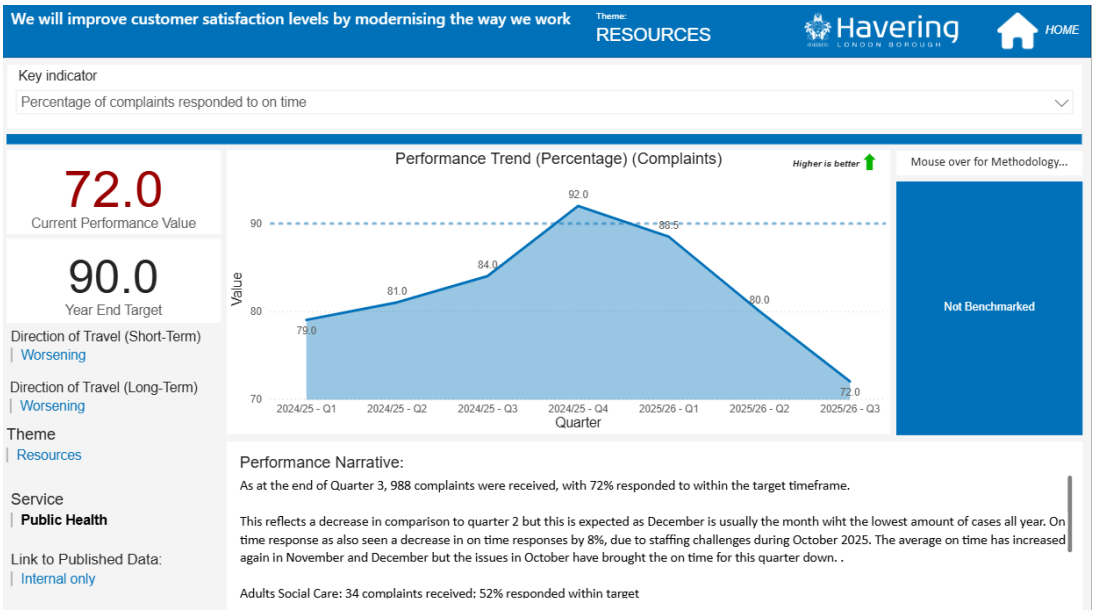
The amount of underfunding has increased from £10m at the start of the year to £44M at the end of Q3. The value is based on the additional funding (£39M) from the Government from the fair funding review, which was announced in December 2025 and an inclusion of a further £5M which represents the notional value due to Havering through floor support to other authorities.



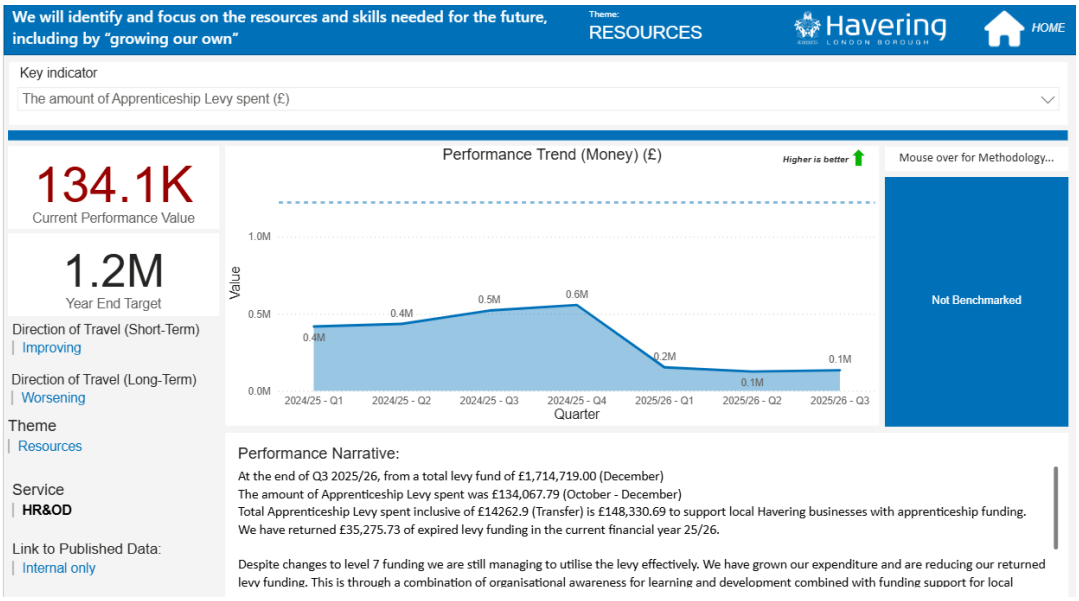
Although HR enable and promote this indicator, this sits within leadership and management team for accountability to ensure they are compliant.

The most recent LXP reports cover Quarter 3 (October – December) and are included in the workforce dashboard which is provided to all Directorates.

Unfortunately, there were additions to the mandatory catalogue, disruption to the Employee data imports following the Big Move, preventing accurate reporting for Corporate Mandatory Training in October and again in November, coupled with a technical issue, which affected new staff access to training meant that reporting was delayed. However, training is being streamlined and tailored to Havering-specific needs on top of Directors and line managers encouraging completion rates it is envisaged that performance will improve bringing us into a stronger position, though completion rates are expected to remain below the 80% target in the short term.



Performance in Q3 has shown a decline compared with Q2, driven by several factors that we had anticipated and previously escalated to ELT. Staffing challenges, particularly in early October had a direct impact on our capacity and timeliness. In addition, ongoing delays in social care responses from the service continue to affect our ability to complete cases within expected timeframes. Seasonal pressures, including Christmas leave both within our team and across the wider service, also contributed to slower turnaround times. While these challenges influenced our overall performance for the quarter, we remain proactive in addressing capacity issues, strengthening cross-service collaboration, and implementing measures to support a more resilient performance going forward.



Although HR enable and promote this indicator, this sits within leadership and management team for accountability to ensure they have apprenticeships within the council.

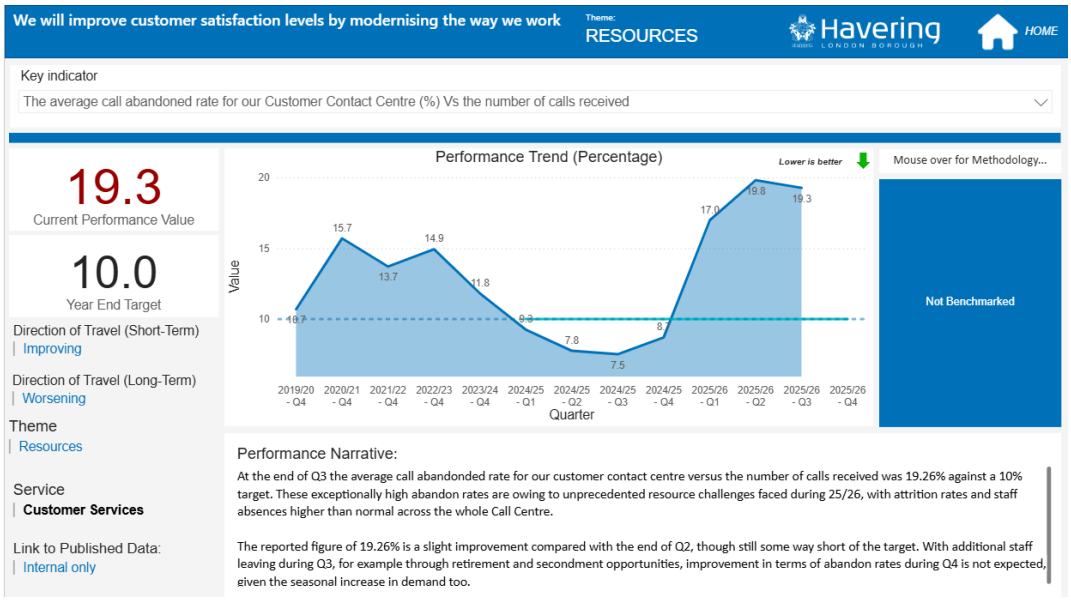
As at the end of December 2025, we had spent £134,067.00 from the £1,714,719.00 levy fund. Unfortunately, we have also returned £35,275.73 of expired levy funding in the current financial year.

We will continue to optimise the use of the apprenticeship levy by encouraging services across Havering to invest in apprenticeships as part of their workforce development planning. This includes actively promoting the benefits of apprenticeship pathways, supporting departments to identify appropriate programmes and ensuring that levy funds are deployed effectively to improve productivity, build capacity, and enhance long term organisational goals.

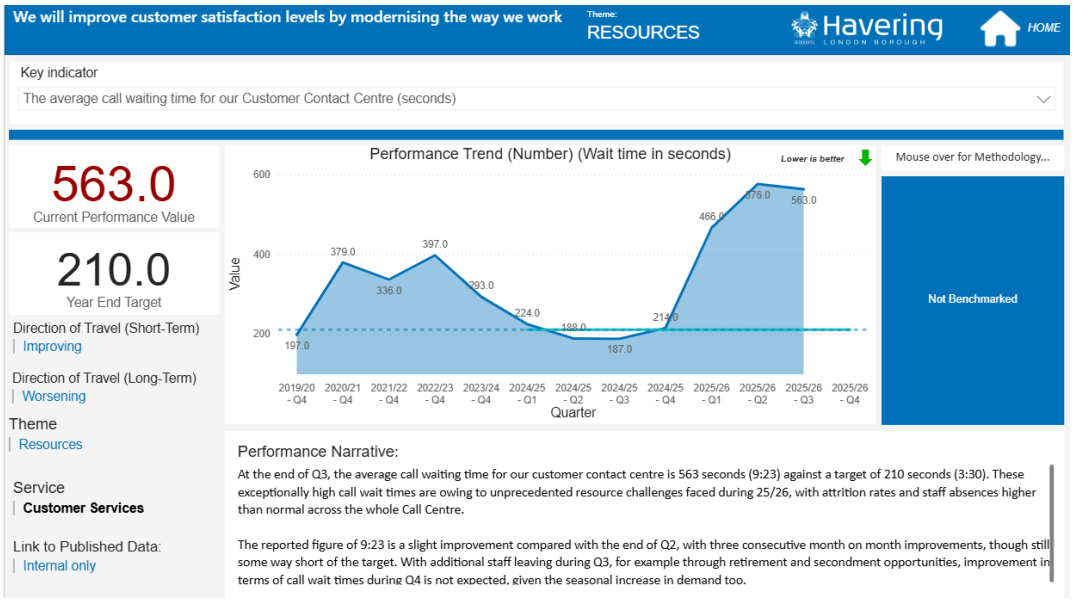
To maximise levy spend, we regularly advertise a range of apprenticeship programmes aimed at upskilling current staff. These opportunities support career progression and ensure employees gain the qualifications and competencies required in a rapidly evolving public sector environment.

We work closely with managers across the organisation to support the creation of new apprentice positions. Our objective is to continue increasing the number of new hire apprentices to strengthen our pipeline of early career talent.

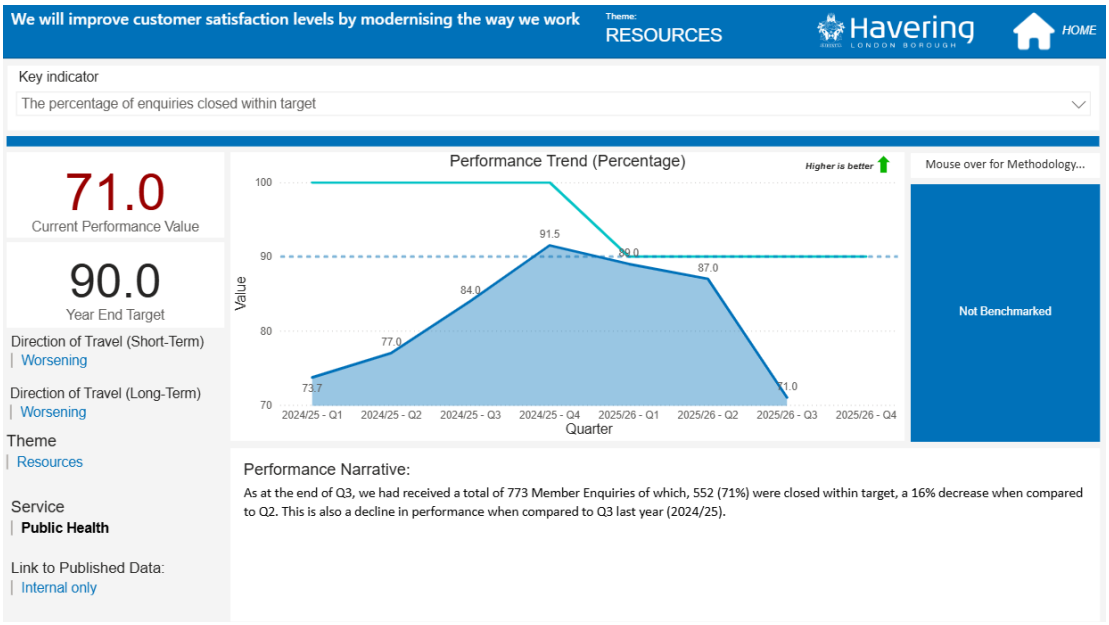
We are continually exploring new and innovative ways to maximise levy utilisation. This includes identifying skills needs and working with external partners to ensure that all possible opportunities for investment are considered. The apprenticeship levy remains a key resource in building a skilled, adaptable and sustainable workforce for the future and we will continue to focus on ensuring its full and effective use.



While our average call abandoned rate for the customer contact centre remains above our 10% target, we have made progress compared to last quarter, reducing it from 19.8% to 19.3%. Despite significant efforts in Q3 to regain our previous performance levels from last year, owing to continued resource challenges and increased demand during Q3 which will continue throughout Q4, particularly during March, with annual Council Tax billing, Green Waste renewals and annual Rent Accounting the year-end target will unfortunately not be met.



While our average call waiting time for our customer contact centre remains above our 210 (3:30) second target, we have made progress compared to last quarter, reducing it from 576 (9:36) seconds to 563 seconds (9:23). Despite significant efforts in Q3 to regain our previous performance levels from last year, owing to continued resource challenges and increased demand during Q3 which will continue throughout Q4, particularly during March, with annual Council Tax billing, Green Waste renewals and annual Rent Accounting the year-end target will unfortunately not be met.

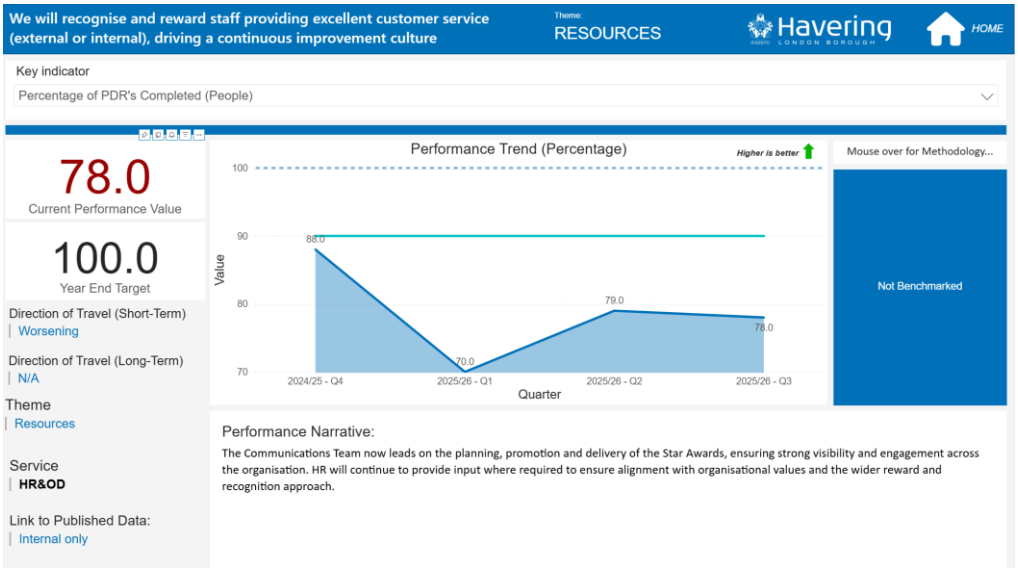


Q3 performance declined compared with Q2, partly due to staffing challenges we had anticipated and escalated to ELT.

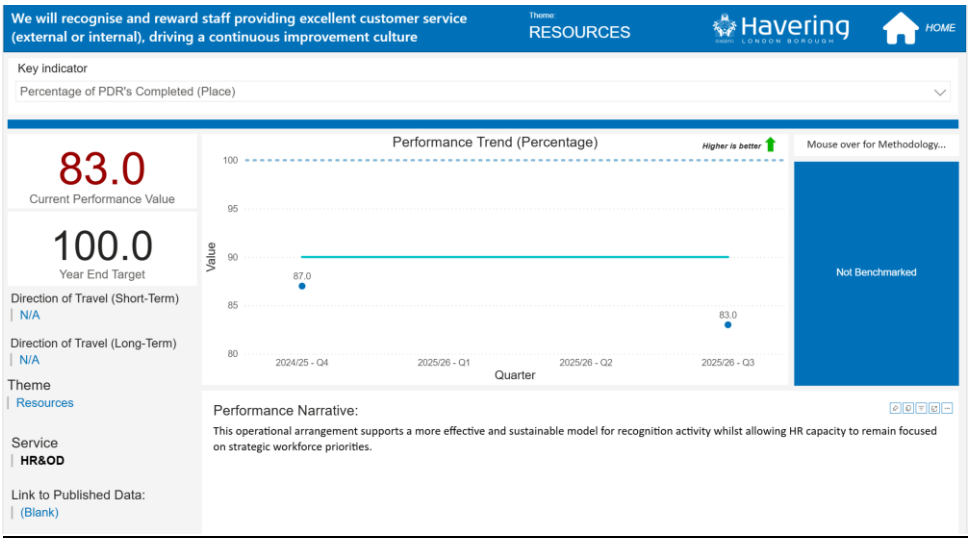
We are also managing the impact of the significant rise in Members Enquiries during Q2, which continued to affect capacity into the following quarter.

The impact of October staff shortages, combined with Christmas leave across services, our team, including mandatory leave for the 3 temporary staff, contributed to slower turnaround times. We remain focused on strengthening capacity and improving resilience to support better performance going forward.

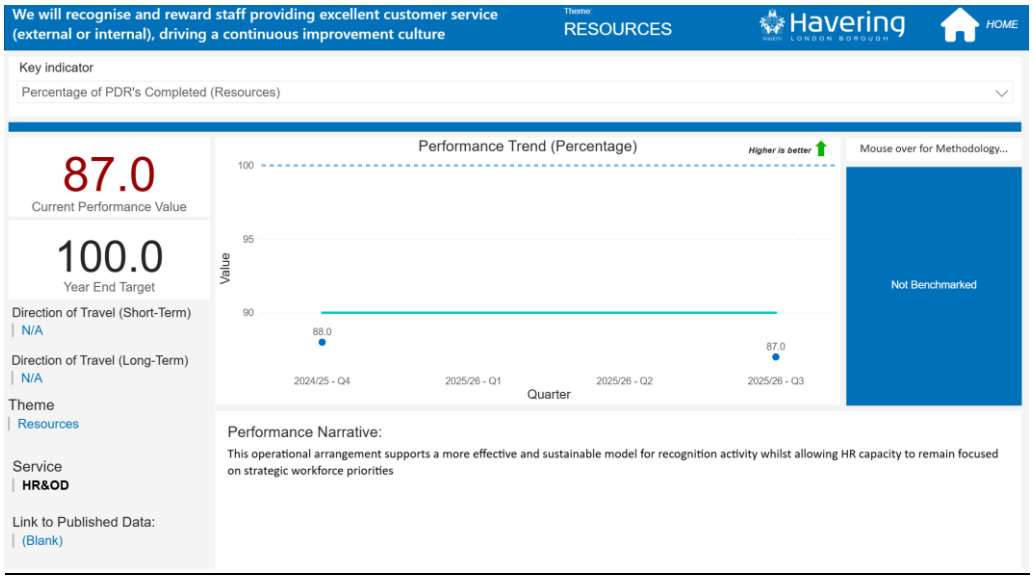
Completed Annual Indicators



There is variability across People, with Ageing Well achieving 92% of completed PDR's, Living Well, 70% and Starting Well 73% completed for 2024/25. Completion of PDR's and objectives is a priority for the People Directorate and is discussed at our quarterly Workforce Board. The Directors are disappointed that completion rates remain lower than we would like and continue to follow up directly with their managers until a completion rate above 90% is achieved, with our aspiration being 100%.

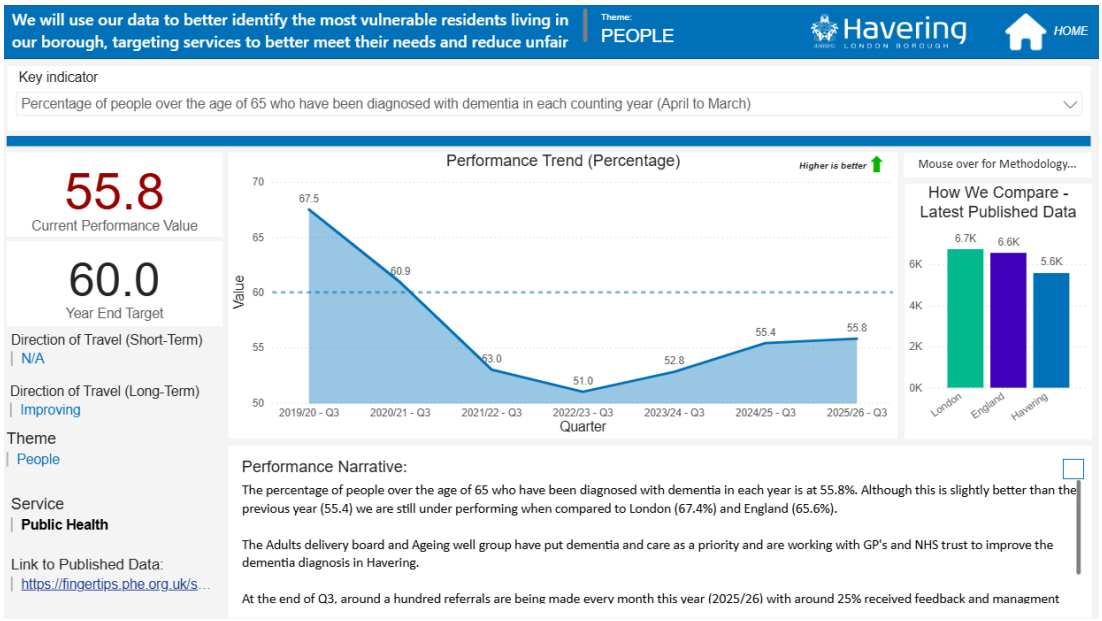


Although 100% of Environment completed their PDRs, overall Place performance was bought down by the 85% Housing and Property and 84% Planning and public protection. Managers in both areas are focused on achieving 100% this year. Completion of PDRs are discussed regularly at managers meetings and Directors regularly review their overall performance with the help of their HR business partner.



Resources performance is made up of 8 areas. Although Strategic HR&OD and Finance completed 100%, performance was reduced by the other 6 areas (Public Health (94%) Customer Services Transformation & IT (92%) Partnership Impact and Delivery (85%) Exchequer and Transactional Services (78%) Technology & Innovation (71%) and Legal & Governance (47%)).

The leadership team are committed to achieving 100% PDR's, to focus on delivery of objectives and outcomes throughout the year. Conversations will continue with managers until Resources achieve a 100% completion rate.



Dementia outcomes are being improved with five key strands from prevention and diagnosis to supporting well, living well and dying well. This is by providing information and promotion of healthy lifestyle to prevent dementia and to live well with dementia; reducing waiting time by NELFT for diagnosis, targeted referrals by GPs and MDT pilot at St George's hub; providing new dementia support through Alzheimer's society; increasing universal care plans (UCPs) and strengthening end-of-life care by additional dementia lead role at Saint Francis Hospice.

Our work over the last year has seen a slight improvement in diagnosis rates from 55.4% to 55.8%. However this is still below the London (67.4%) and England (65.6%) published rates.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with an update on the Council's performance against each of the strategic goals within the Corporate Plan.

Other options considered: The option of not reporting was quickly dismissed as robust performance management underpins the Council's commitment to make informed, evidence-based decisions, and to be open and transparent with our residents, staff and partners.

IMPLICATIONS AND RISKS

Financial implications and risks:

This report asks Members to consider 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; there are no direct financial implications directly arising from this recommendation, however, it is noted that adverse performance against some Corporate Performance Indicators may have financial implications for the Council. Furthermore, correcting poor performance can in some instances require reallocation of resources. The funding available to deliver targets is reviewed regularly as part of the Council's ongoing MTFS and budget monitoring processes.

Legal implications and risks:

There are no direct legal implications arising from the recommendations in this report. Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan Objectives and is an indicator of good governance and efficiency.
Reviewing the actions taken to address areas of underperformance, will promote continuous improvement in the way in which the authority's functions are exercised.

Human Resources implications and risks:
There are no major direct HR implications or risks from this report. Any HR issues which occur will be managed in accordance with the Council's HR policies and procedures and any change processes that are required will be managed in accordance with both statutory requirements and the Council's Organisational Change Policy and Procedure and associated guidance.

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

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

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

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

Equality impact assessments are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

Equalities assessment is normally required for significant impacts upon ANY of the "protected characteristics". As this is a report pulls together the work that is already being completed or due to start, an assessment is not required.

Health and Wellbeing implications and Risks

Under the Health and Social Care Act 2012 the Council is responsible for improving and protecting the health and wellbeing of local residents. Havering Council is committed to improving the health and wellbeing of all residents.

There are no health and wellbeing implications arising from the proposed decision to approve and publish this report.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The Council has committed to taking action towards the organisation and the borough becoming carbon neutral by 2040.

The table below gives the carbon footprint of activities associated with the publication of the corporate performance indicators:

Activity	Carbon footprint
Production of 1kg paper	1kg CO_2
Production of 1 A4 sheet paper	5g CO_2
Laser printing	10 pages per minute = 10.27g CO_2
One internet search	0.2g CO_2
Average website page view	1.8g CO_2

Printing a single report to include all 120 corporate performance indicators would have a carbon footprint of approximately 723.24g CO_2. For all nine cabinet members this would equate to just over 6.5kg CO_2 per quarter, or 26kg CO_2 per year. Printing this 17 page report will equate to 77.20g CO_2 per member (approximately 649.78g CO_2 for all nine cabinet members)

Publishing the corporate performance indicators on the Council website would have a lower carbon footprint of approximately 2g CO_2. For all nine cabinet members this would equate to 18g CO_2 per quarter, or 72g CO_2 per year.

No significant detrimental climate change implications or risks are expected as a direct outcome of this report, however it is recommended that printing is kept to a minimum to reduce organisational CO_2 emissions.

BACKGROUND PAPERS

The Corporate Plan 2025-2027 is available to view using the link below:
https://issuu.com/haveringcouncil/docs/6609_vision_for_havering_v9

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