



Havering
LONDON BOROUGH

Notice of Non-key Executive Decision

Subject Heading:	Permission to Waive Contract Procurement Rules for a Direct Award for supported housing services for 18-25 year old care leavers in new build at Mawney Close
Decision Maker:	Cllr G Ford, Deputy Leader of the Council and Cabinet Member for Adults and Wellbeing
Cabinet Member:	Cllr G Ford, Deputy Leader of the Council and Cabinet Member for Adults and Wellbeing
SLT Lead:	Tara Geere, Director of Starting Well
Report Author and contact details:	Chas Ryan – Portfolio Manager/Supported Housing Randeep Samra – Senior Commissioner/Supported Housing Tom Henry – Commissioner/Supported Housing Charles.ryan@havering.gov.uk Randeep.samra@havering.gov.uk Thomas.Henry@havering.gov.uk
Policy context:	This contract supports Havering Council to meet its ambitions outlined in the Supported Housing Strategy 2022-2025, to provide supported housing for adults with learning

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	<p>disabilities. It also supports the Council's People Theme priorities in the Corporate Plan 2022/23 – 2026/27.</p>
<p>Financial summary:</p>	<p>The request for permission to waive Contract Procurement Rules and Direct Award an 18-month contract with Inclusive Care Support. The award is for the care and support services only.</p> <p>Funding for this service is anticipated to come from core Children's Service budgets, as it meets a pre-existing need.</p> <p>The build phase for Mawney Close was completed and handed over on 1st May 2025.</p> <p>The total contract value for the 18 months is estimated to be £497,150.40</p>
<p>Relevant Overview & Scrutiny Sub Committee:</p>	<p>People's Overview and Scrutiny Sub Committee</p>
<p>Is this decision exempt from being called-in?</p>	<p><i>The decision will be exempt from call in as it is a Non key Decision</i></p>

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

People - Things that matter for residents - **X**

Place - A great place to live, work and enjoy

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

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

Approval is sought to waive the Council's Contract Procedure Rule (CPR) 9.9 for the Direct Award of a contract for 18 months to an experienced and reputable care provider, Inclusive Care Support – Leaving Care Services Ltd, to provide care and support for 18–25-year-old care leavers at Flat 1-8 Riverstone House, 24A Mawney Close, Romford, RM7 8FA. The 18-month period will cover between 1st May 2025 and 31st October 2026.

AUTHORITY UNDER WHICH DECISION IS MADE

Part 3.3.7 of the Constitution

Responsibility for functions

To approve an exception to the Contracts Procedure Rules set out in Part 4 of this constitution, in accordance with Rule 14(1) of those Rules.

Part 4.4 Contracts Procedure Rules of the Constitution

14.1 No exception to these Rules shall be permitted except upon approval by an individual Cabinet member using an Executive Decision or by some other provision in this Rule. The report shall set out the background, the rule being waived, the reasons the waiver is required, how value for money will be demonstrated, any legal or financial risks or implications and shall be approved by the Director of Legal and Governance and the Chief Executive.

Exceptions to competitive requirements

14.3 Exceptions to the competition requirements may be made only if all relevant law is complied with and one of the following circumstances applies:

- i. the contract falls within one of the exceptions listed in this Rule; AND
 - a. the Competition Financial Thresholds Exceptions, is fully and properly completed and signed by the relevant Member of SLT; AND
 - b. the person awarding the contract can demonstrate that the contract represents the best value that can be obtained in the circumstances.
- ii. an individual Cabinet member has approved the waiving of the application of these rules, as permitted by Rule (a) above.

STATEMENT OF THE REASONS FOR THE DECISION

1. Background

1.1 Approval for the development of a new scheme of self-contained flats with additional communal spaces, developed and owned by the Local Authority, was granted in 2019. Development plans were delayed due to the Covid-19 pandemic, but recommenced in 2021 with consultations with local residents on the closure of an empty garage site in Mawney Close and re-development. Planning permission was granted in late 2022. The contractor awarded the contract for the building works was Marfleet and Blyth which began the works in January 2024.

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1.2 Local residents have been kept informed at every stage through a dedicated website: [Mawney Close and Mowbrays Close Garage sites development | The London Borough Of Havering](#). Communication has included invitations to attend consultation meetings, newsletter updates, presentations and letters from the contractor to residents

1.3 The 8 new, one-bedroom, self-contained flats were ready for occupation on 1st May 2025. The building has been specially designed to provide accommodation for care experienced young people aged 18-25 years. The site includes an office area and accommodation for staff to be on site 24/7 to support the young residents.

1.4 The Supported Housing team were handed over this project mid to late 2024, when the build for Mawney Close was nearing completion and due to be handed over to Children Services in May 2025. It would not have been possible to carry out a full procurement exercise between then and the handover therefore a Direct Award with the request to waive the Council's Contract Procedure Rules was the only logical solution to consider.

1.5 The direct award was already in place prior to residents moving into the accommodation. This decision is therefore retrospective and should be recognised as such. Had the building remained unoccupied, the Council would have faced a loss of rental income and potentially significant additional costs for 24-hour security cover. As such, securing the contract promptly was in the Council's best financial interest, provided it offered reasonable value for money.

2. Statutory Duties

2.1 It is the duty of the local authority looking after children (LAC) to provide continuous accommodation, to advise, assist and befriend children in care with a view to promoting their welfare and providing support for accommodation when the authority have ceased to look after them (section 19A and 22 of the Children's Act 1989). The Sufficiency Guidance 2010 places a duty on local authorities to provide sufficient accommodation to meet the needs of young people in its care.

2.2 This duty is supported by statutory guidance that makes it clear that children should live in the local authority area, with access to local services and close to their friends and family, when it is safe to do so. The guidance emphasises that 'having the right placement in the right place, at the right time', with the necessary support services such as education and health in place, is crucial in improving placement stability, which leads to better outcomes for looked after children.

2.3 It is a duty of the local authority under the Children (Leaving Care) Act 2000 to improve the life chances of young people living in and leaving local authority care. Its main aims are: to delay young people's discharge from care until they are prepared and ready to leave moving from a semi – independence to Independence living in the community ; to improve the assessment, preparation and planning for leaving care; to provide better personal support for young people after leaving care; and to improve the financial arrangements for care leavers.

2.4 Section 3 of the Children & Social Work Act (2017) requires Local Authorities to offer Personal Adviser support to all care leavers towards whom the local authority

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had duties under Section 23 of the Children Act 1989, up to age 25. This supported is irrespective of whether they are engaged in education or training, and includes care leavers who return to the local authority at any point after the age of 21 up to age 25 and request Personal Adviser support.

2.5 Care leavers are identified as follows:

- Eligible children – the young person must have been accommodated for a period of at least 13 weeks, since their fourteenth birthday
- Relevant Children – 16 to 18 years old, who have left care, but were in care on or after their 16th birthday and had been in care for at least 13 weeks since the age of 14yrs. This applies if the child or young person has been part of the youth justice system or hospitalised on or after their 16th birthday.
- Former relevant children – This will apply if young people are now aged 18 to 21 years old and were previously either an eligible or relevant children.
- Qualifying child/young person – If a young person is aged 16 to 21 years old and has been in care or, if disabled, has been privately fostered after reaching 16, but do not qualify as eligible, relevant or former relevant (spent less than 13 weeks in care)
- Young people may also qualify if they are subject to a special guardian ship order (SGO) and were looked after immediately before the SGO was made, or, if they were previously an eligible child, but returned to live with someone with parental responsibility (PR) for more than six months before their 18th birthday

2.6 The invitation for care leavers to become residents in this supported accommodation facility will be made according to the Council's published Leaving Care Offer.

3. Evidence of Need

3.1 This is an 8-person provision and would therefore work out on average as £796.72 per person per week. Benchmarking this against the average costings for semi-independent support (please see table below) shows that best value is being achieved as it is over £400 cheaper per person per week.

Current Costs for Semi-Independent Provision

Anonymised Client	Placement Type	Weekly Cost
1	Semi-independent	£1,010.00
2	Semi-independent	£1,360.00
3	Semi-independent	£1,310.00
4	Semi-independent	£852.69
5	Semi-independent	£862.69
6	Semi-independent	£1,332.00
7	Semi-independent	£875.00
8	Semi-independent	£1,005.00
9	Semi-independent	£1,400.00
10	Semi-independent	£985.00
11	Semi-independent	£1,700.00
12	Semi-independent	£1,000.00

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13	Semi-independent	£1,100.00
14	Semi-independent	£1,360.00
15	Semi-independent	£1,195.00
16	Semi-independent	£1,310.00
17*	Semi-independent*	£11,550.00*
18	Semi-independent	£1,310.00
19	Semi-independent	£1,643.50
20	Semi-independent	£1,100.00
21	Semi-independent	£862.69
22	Semi-independent	£2,075.00
23	Semi-independent	£1,005.00
24	Semi-independent	£1,160.00
25	Semi-independent	£1,195.00
26	Semi-independent	£1,100.00
Average Weekly Cost		£1,602.25
Average weekly cost excluding outlier *		£1,204.34

3.2 We have benchmarked our costs for this contract against the 'Havering Supported Living Framework' which has undergone extensive benchmarking against costs with neighbouring boroughs, e.g. Redbridge, Newham, Barking & Dagenham and found the current rates are similar in comparison. Therefore, we are confident that the proposed costing in this contract is sustainable for both Havering Council and the Service Provider.

4. The Service

4.1 The aim of this service is to enable young people and vulnerable adults to move towards independence by providing access to short term, transitional accommodation with targeted support to develop appropriate life skills that will enable them to manage successfully in their own accommodation. Havering Council believes that the delivery of an enabling and empowering support or care service will involve a creative and flexible solution to meet the needs and wishes of people with a range of needs, ethnic and cultural backgrounds. The overarching objectives of the service are to:

- achieve independence and reach their optimal potential
- maintain or access education, training and employment
- secure onward independent accommodation e.g. entering the waiting list for local authority social housing or secure private rented accommodation

4.2 The individuals utilising this service will be 18 years and older with a range of independence skills, and may require over and above the core hours of support. Through the assessment and support planning process operational budget holders may decide to commission additional hours of support to achieve key outcomes and skills relevant to and necessary for a specific young person. To be eligible for this service, individuals must have demonstrated some independent living skills, have an identified need for housing related support and would benefit from this service. The current mix of tenants, including the level of need or support, at any given time will be reviewed when accepting or assessing new referrals.

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4.3 Residents will be placed in their own furnished studio flat with an assured tenancy agreement. These self-contained spaces will allow privacy and independence, but with a controlled style entry point for safety and security. They will be charged a rental cost and service charges to cover communal expenses (e.g. water, sewerage, maintenance, deep cleaning of communal spaces). Residents should be supported to claim any necessary housing benefit or allowances to assist in covering the cost of this rent and service charge. In addition, resident will be required to make a modest payment for the cost of the furnishings, which they will be able to take with them to their next accommodation upon leaving the service.

4.4 Mutually agreed rules, which may be discussed and additions made by and for the residents will need to be set up by the Service and reviewed on a regular basis as new residents join the scheme. These rules may include responsibility for taking out their own rubbish to communal bins; cleaning; random inspections for cleanliness; restrictions on having overnight guests; quiet and consideration for neighbours; restricting time of visitors to 10pm at latest; no smoking in the individual or communal spaces (outside only).

4.5 Residents will have access to their own laundry facilities within the flats if space allows and/or communal laundry facilities, including tumble dryer.

4.6 The scheme has communal space for meeting up, sharing food, hanging out etc. There is an expectation that the residents will be responsible for keeping both their own spaces and communal spaces clean and tidy. However, a weekly 'deep-clean' may be purchased by the Service Provider to ensure hygiene standards are maintained.

4.7 Allowances will be made for normal wear and tear on own-space or communal furnishing or equipment. However, if wilful damage is caused by a resident, it is their responsibility to replace items broken or damaged.

4.8 The service should provide open access to staff for advice or support at any time, day or night, including access to Housing Support advice. The residence will be staffed 24/7, but for short periods of no more than 2 hours at any one time, and no more than 2 hours in one day, it is acceptable that no staff are physically on site to help promote independence. During these times it is essential that residents have access to a permanently staffed helpline.

4.9 The Service care Provider will need to take into account the need to assist young people and adults to proactively register on the housing list or to access the private rented sector and understand and navigate the relevant housing benefit, Universal Credit, Council Tax Benefit and or local housing allowances - so that the service achieves its throughput objectives.

4.10 Organised and mutually agreed schedule of learning activities designed to develop the young people's skills towards independence. These activities would not be compulsory, but rather be offered regularly to reflect the key skills a young person might need, repeated at regular intervals and/or when a new resident joins the scheme:

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- Cooking healthy food
- First Aid
- Basic DIY
- Key maintenance skills e.g. how to re-pressurise the boiler
- Changing a plug
- Self defence
- Sign language
- Healthy relationships and how to recognise risky or abusive relationships
- Banking or financial management
- Computing
- Mock interviewing and writing CVs
- Volunteering

4.11 This service is not designed to be a housing solution but to act as a stepping-stone for people on their journey to access and sustain permanent accommodation, having acquired the necessary skills to enable them to live independently. The young people requiring the services will be those who are not yet ready to live independently but are considered likely to benefit from the help and support necessary to prepare them for adult life. A stay of around 2 years is considered reasonable by the commissioner, but the provider is expected to work with the young person to achieve their primary independence goals in 9 to 12 months through an agreed support plan. Please see attached service specification for full details of the service to be delivered.

4.12 The proposed model will be to support young people with low to medium needs. The semi-independent provision will include 8 self-contained studio flats across one site, and will be staffed 24 hours a day with waking night staff. The breakdown of hours proposed is:

- Basic cover is 7 days x 24 hours per day = 168 hours per week (excluding any provision for handovers)
- A minimum of 5 planned 1:1 support hours per client per week x 8 clients = additional minimum of 40 hours of support per week
- In addition we expect that each young person has access to a further range of targeted support hours based on their assessed needs and identified outcomes; this support can be provided through a combination of small group work, additional planned or ad hoc work with other partners.
- Each client should be offered at least 7 hours per week access to group sessions/learning activities to be held flexibly, at different times of the day, weekdays, weekends and evenings; $7 \times 8 = 56$ hours support per week
- In total, with the 5 hours planned support and 7 hours ad hoc or group support this is a minimum of 96 hours support to be offered by the service per week in the daytime. In order to ensure that the service is adequately covered, an additional 16 hours per week has been allowed for administration, cleaning, staff break time etc. This is a total of 112 hours per week support required.
- 112 hours of daytime support, and 84 hours night time support, totalling 196 core support hours. The staffing management will be the responsibility of the service provider to ensure the core support hours are being delivered
- If additional support hours are required these must be discussed with the commissioner and purchased at an agreed ad hoc rate.

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5. Key Benefits

5.1 The expected benefits of commissioning this service include:

- Increased semi-independent accommodation capacity in Havering
- Enable greater control over placement costs
- Deliver moderate savings or cost avoidance in 2025/26 anticipating a handover for the completed build in May 2025.
- Improved pathway planning and enabling independence
- Improve the quality of care and support for young people.
- Improve outcomes for young people
- Allow access to local services, education, community groups and existing family networks
- Improved oversight and relationships with providers
- For the providers a fixed income for an extended period (5 years); and provide some level of certainty and stability.
- An opportunity for a provider to establish themselves as a trusted and dependable facility in the borough

6. Governance

6.1 Contract provisions will include regular contract and performance management meetings to take place quarterly, led by a partnership of the support service provider, social care, housing and commissioning to provide seamless support, management and oversight. Performance will be reviewed and joint planning to manage risks, minimise voids and optimise independence outcomes for people living at the accommodation.

6.2 Overall governance of the service will sit under the Supported Housing and Residential Care (SHARC) Board.

6.3 A full procurement process will then commence as soon as the Direct Award is approved. It will ensure that the Council will be able invite the market to tender and award the winning provider with a contract once the Direct Award comes to an end on 13th September 2026.

OTHER OPTIONS CONSIDERED AND REJECTED

1. Option one: Do nothing – not an option as construction is already under way and due to be handed over to Children services by May 2025.

2. Option two: Consider a different use for the building. Not an option as the development was specifically designed to meet supported housing need within the borough.

3. Option three: Delay use of the building until a compliant procurement can be undertaken. Not an option, because whilst this would avoid the risk of procurement challenge it would be costly to the Council as detailed elsewhere in this report.

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PRE-DECISION CONSULTATION

There has been pre-decision engagement with stakeholders to prepare this paper. In summary, the following table presents the type, methods and stakeholders engaged in the pre-decision engagement:

Type	Methods	Consultees
Project Group	Formal regular virtual meetings, phone calls, E-mails and reports	a. Housing b. Regeneration (in charge of the building development) c. Havering Integrated Place Team (commissioning) d. Children Social Care e. Community Learning Disability Team f. Legal g. Procurement h. Finance i. Public Health j. ICB/NELFT

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Randeep Samra

Designation: Senior Commissioner – Supported Housing

Signature: Randeep Samra

Date: 31/03/2025

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The Council's Contract Procedure Rule (CPR) 9.9 requires each procurement with an estimated value of over £100 000 to be subject to a formal tender exercise. However, a formal tender exercise for the appointment of a care provider has not been carried out. CPR 14 permits exceptions to the competitive requirements to be made if all relevant law is complied with and one of the circumstances set out in CPR 14.3 applies. If it is determined that the one of the circumstances applies, CPR 9.9 can be waived in relation to this contract.

FINANCIAL IMPLICATIONS AND RISKS

This decision paper is seeking approval to waive regulations to Direct Award an 18-month contract for the care and support within a supported housing service for care leavers aged 18-25 years at Mawney Close.

The accommodation is a wholly owned Council block that cost £2.9 million to construct with £1.16 million grant making the net cost to the Council £1.74 million. This works out to an average of £360,000 per unit (although this does include the cost of communal and staff areas.) The capital costs of the scheme were funded as part of the approved capital programme and are within the approved allocation. The accommodation is on schedule to be completed and made available for use by May 2025.

This is a Supported Housing scheme which will provide both housing and accommodation in addition to care and support for residents. The Council is the freeholder of the property and will be responsible for the management and maintenance of the building and the provision of housing related support to residents. The capital costs of building the scheme, and the management and maintenance costs should be funded by rents charged to tenants while the housing related support and specific services will be funded by service charges payable by the residents. Most care leavers are likely to be able to claim universal credit unless they are formerly unaccompanied asylum seeking children who have not (yet) received leave to remain. In this instance Children's services may need to pay the rent and service charge costs in addition to the support costs. Havering Council has an exemption scheme which means that Care Leavers do not pay Council tax.

This report is concerned with the contract for social care and support for the residents. This must be in place before residents are able to move into the accommodation. If the building is not occupied then there will be a loss of rental income and it also is very likely that additional costs will be required for security which could be very significant if 24-hour cover is required. For this reason it is in the Council's best financial interest to ensure that a contract is put in place quickly – provided it offers reasonable value for money.

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The total weekly support hours for each of the 8 residents in the service will vary according to their care and support needs, however, as this scheme will be for young people who living independently for the first time and will require support and supervision to help them do so then the contract is expected to provide as a minimum:

- Basic cover staffing for 7 days x 24 hours per day = 168 hours per week (excluding any provision for handovers)
- A minimum of 5 planned 1:1 support hours per client per week x 8 clients which will be taken from the 168 hours commissioned
- In addition we expect that each young person has access to a further range of targeted support hours based on her or his assessed needs and identified outcomes; this support can be provided through a combination of small group work, additional planned or ad hoc work with other partners.
- Each client should be offered at least 7 hours per week access to group sessions or learning activities to be held flexibly, at different times of the day, weekdays, weekends and evenings (7 x 8 = 56 hours group support per week)
- We expect the Service Provider to employ a full time Manager, who will be responsible for administration of the project, assessment, admissions, staff supervision, monitoring safeguarding and measuring performance and outcomes.
- If additional support hours are required, these must be discussed with the commissioner and purchased at an agreed hourly rate.

The value of the contract works out at £6,374 per week which when divided by 8 residents residing at the provision would come to £797 per week. This assumes full occupancy.

Over an 18-month period this would come to a total of £497,172 (excluding VAT). There is no provision for any inflationary uplift within this so it is assumed that it will be a flat price throughout the contract.

There may be occasions where the operational budget holders will need to commission additional hours over and above the core hours outlined above. These will be separately costed, evidenced and agreed with the Commissioner with assurances given that the contract does not go over the Light Touch Threshold in the Procurement Act 2023 for procurement.

The weekly cost of £797 per client per week is towards the lower end of costs for semi independent accommodation for care leavers which can range from £450 per week to £6,000 with the average being £1,200 or £1,095 excluding the top and bottom outliers. (It is however significantly more expensive than Staying Put so is not a cost effective alternative to that.)

The cost of this contract will be funded from the current Starting Well care leavers budget which was underspent at the end of 2024-25. Care Leavers services are for young people of a defined age and criteria and so there is constant change in the service users. If young people requiring this service are placed in Mawney Close rather than a more expensive alternative then this would reduce total costs. There is an expected Medium Term Financial Strategy saving of £58,000 in 25-26. This will be achieved as a full year effect if eight placements of at least £940 per week can be avoided by using Mawney Close instead. Achieving it as a part year saving (32

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weeks) would be more challenging but is still possible as would require avoiding placements of £1,023 or more.

This assumes full occupancy. It should be noted that if there are voids then the cost per client effectively increases and also the rent income will be lost. This reduces the saving. For this reason it will be very important that the commissioners, the Leaving Well team and the service provider all work together to identify suitable young people and ensure there are minimal voids.

The efficacy of the scheme also depends on the young people being sufficiently supported to acquire independent living skills that they are able to move on to less expensive accommodation within one to two years. As this will be outside the term of this contract then it will be important that the provider is asked to demonstrate progress through alternative proxy measures.

It should be noted that due to the nature of the scheme there are some costs that a provider might bear themselves in other circumstances that are being treated as part of the housing management cost such as the provision of office space, staff accommodation and broadband.

If it is not possible to recover the full costs of the housing component from rent payable by residents then this would need to be funded by social care which would offset the savings on the care contract. Potential risks in this area include the high cost of the original build, higher than expected costs of management, repairs and maintenance, rent arrears, non-collection or void periods where there are no occupants.

White goods and certain furnishings such as beds, wardrobes, chairs, sofas and dining tables will come out of a Housing budget and the depreciation of these items are built into the service charges which can be replaced or repaired when necessary to do so. This has been made clear in the Service Level Agreement so as to ensure there is no impact to service users and the care provider who are awarded the contract. Furthermore, as part of the pathway planning for young people care leavers should be supported to acquire necessary items using their Leaving Care Allowance.

In the first months of the contract there will be a period of transition while suitable residents are identified and supported to move in. During this period a smaller staff group may be required although there will still need to be minimum cover for safety. The commissioners will work with the service provider to develop a suitable model which could include a reduced initial payment profile. However it is potentially unlikely that the full level of savings will be achieved in the first few months. It will be important to monitor this carefully and ensure that the process does not drift.

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

There are no direct implications or risks anticipated to Council staff as the employees involved in the delivery of the current service will be employed directly by the new

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Provider. However, existing Council staff, such as social workers will need to work closely and collaboratively with the newly commissioned Provider.

EQUALITIES AND SOCIAL INCLUSION 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.

In order to ensure fair access, diversity and inclusion for the service, it is expected that the service provider will:

- Produce a written statement of equal opportunity and diversity policy covering anti-discriminatory practice, bullying and harassment, hate crime and anti-social behaviour is in place along with a documented plan for implementing it. The effectiveness of the policy and plan is reviewed annually and updated in line with any legislative or good practice changes. Staff and tenants will be made aware of the policy
- Ensure that assessment, eligibility and allocations processes and procedures are kept up-to-date and ensure fair access to the service. The Service Provider will ensure that these documents are distributed to all relevant agencies and interested parties
- Monitor referrals, acceptances and rejections to the service, maintain accurate records and provide written outcomes to the referring party. The Service Provider will actively seek to ensure fair access to the service for tenants from all protected characteristics
- Ensure that individuals, who are referred in but are rejected are written to and, where possible, signposted to alternative service provision

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- Ensure that staff are sensitive and responsive to the diverse and/or complex needs of individuals with protected characteristics, including, but not limited to, disability, race ethnicity, religion and sexual orientation. Staff will undertake appropriate training to ensure this (e.g. Diversity training, Cultural Awareness training, Disability Confidence training etc.).
- Provide individual tenants with information on organisations representing protected groups. Individuals are also provided with relevant information on cultural and religious organisations and community centres
- Ensure that the communication needs of all individual tenants are catered for in terms of information in other languages or other suitable formats, with due regard to proportionality. The Service Provider must ensure individuals are aware of, and have access to, interpreting and translation services where required at no additional cost to the Council
- Ensure that individuals are aware of, and have access to, an independent advocate who may pursue matters on their behalf within the service. Where the individual is unable to nominate anyone the Service Provider will seek to provide an appropriate independent advocate as requested. Individual tenants must give their permission to the Service Provider in writing or by signing a form designed for this purpose for the advocate to pursue matters on their behalf within the service
- Ensure that individual tenants are able and are supported to observe their religious and cultural customs

The above actions are all anticipated to act to promote equality and diversity, such that there will be a positive impact overall by supporting young people who experience disadvantage.

Havering Council is committed to improving the health and well-being of all residents including those most vulnerable. This contract will have a positive impact on the health and well-being of people who use the service.

The key focus of the Service must be on the Provider supporting and preparing the individual to transition successfully to independence. As such, the service provider will need to consider the wider determinants of health and wellbeing for the individuals they support, including their financial, social, physical and mental health and wellbeing.

In addition to any specific needs identified in the individual Care, Pathway, or Support Plan where applicable, the Provider will work to achieve the following outcomes for the Individual:

- Promoting Independence:
 - develops money management skills and is supported in the transition to independent adult life; has a bank account and understands credit and debit; understands debt and where to seek advice and support for managing debt
 - improves daily living skills such as cooking, meal planning, budgeting, laundry, cleaning, housekeeping etc.
 - develops interpersonal skills to advocate for oneself and an understanding of their legal rights
 - develops responsibilities around holding a tenancy, paying rent

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- Promoting Health and Wellbeing.
 - enjoys good physical, emotional, mental and sexual health;
 - has a healthy lifestyle;
 - has access to information about health issues that allows them to make informed choices as they move to independence
 - develops in their maturity and ability to handle issues of sexuality, gender identity, safe sex, condom use etc.
 - maintains good level of personal hygiene and appearance
 - proactively books and attends routine health check appointments e.g. annual vaccinations where eligible (e.g. flu, Covid-19 Boosters) , dentist, optometry, GP, smear test
 - knows how to access urgent or emergency medical help when required or is signposted to more specialist services
- Staying Safe.
 - are living in a physically safe environment with appropriate support network to meet their individual needs
 - are provided with information that helps them to make informed decisions
 - address chaotic, offending or anti-social behaviours
 - are supported to stay safe including safeguarding against the dangers of substance misuse, sexual exploitation
- Develop Positive Relationships.
 - peer, family and working relationships to aid their development and promote emotional well-being
 - develop a 'good neighbour' approach to their accommodation
 - creates positive social networks and knowledge about community resources
- Identity: The individual feels secure and proud of their identity and is able to choose his/her religion, culture, gender, sexuality.
- Enjoy and Achieve:
 - has access to employment, training or education and receives encouragement and recognition for their achievements;
 - achieves academically in line with their ability
 - participates in social, cultural and leisure activities;
 - makes positive friendships.
- Promoting Participation:
 - positively participates in the local community;
 - is actively involved in making decisions about their future;
 - develops self-confidence and are able to deal with change and other life challenges;
 - understands the effects of all acts of discrimination and can challenge their own perceptions on this

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The Council's Social Value Framework will be used to assess the environmental impact and plans of the contracted supplier. As a result, the supplier will be required to describe how they intend to minimise impact on the environment by:

Non-key Executive Decision

- Eliminating the need for one use plastics
- Ensuring that all waste is correctly recycled
- Utilising public transport when this fits with Infection Protection Control measures
- Employing locally wherever possible to reduce the environmental impact of travelling to work
- Employing digital solutions to reduce the need for manual recording and disposable materials.

BACKGROUND PAPERS

None

APPENDICES

None

Non-key Executive Decision

Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Delete as applicable

Proposal NOT agreed because

Details of decision maker

Signed 

Name: Councillor Gillian Ford

Cabinet Portfolio held:

CMT Member title:

Head of Service title

Other manager title:

Date: 6th August, 2025

Lodging this notice

The signed decision notice must be delivered to Committee Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____