



# Havering

L O N D O N   B O R O U G H

## OVERVIEW & SCRUTINY BOARD AGENDA

<b>7.00 pm</b>	<b>Wednesday 3 February 2016</b>	<b>Havering Town Hall, Main Road, Romford</b>
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Members 16: Quorum 5

### COUNCILLORS:

#### **Conservative (7)**

John Crowder  
Steven Kelly  
Robby Misir  
Dilip Patel  
Viddy Persaud  
Carol Smith  
Linda Trew

#### **Residents' (3)**

June Alexander  
Nic Dodin  
Barbara Matthews

#### **East Havering Residents'(2)**

Gillian Ford (Chairman)  
Linda Hawthorn

#### **UKIP (2)**

Ian de Wulverton  
Lawrence Webb (Vice-Chair)

#### **IRG (2)**

David Durant  
Graham Williamson

**For information about the meeting please contact:  
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**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.

**OVERVIEW AND SCRUTINY BOARD**

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.

The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.

The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

**Terms of Reference:**

The areas scrutinised by the Board are:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance (although each committee is responsible for budget processes that affect its area of oversight)
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action

## **AGENDA ITEMS**

### **1 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

### **2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) - receive.

### **3 DISCLOSURE OF INTERESTS**

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

*Members may still disclose any interest in an item at any time prior to the consideration of the matter.*

### **4 MINUTES** (Pages 1 - 28)

To approve as a correct record the minutes of the meetings of the Board held on 7 October, 24 November, 9 December 2015 and 12 January 2016 and to authorise the Chairman to sign them.

### **5 CORPORATE PERFORMANCE REPORT - QUARTER 2 2015/16** (Pages 29 - 52)

### **6 THE COUNCIL'S FINANCIAL STRATEGY** (Pages 53 - 388)

The Board is asked to consider the attached report on the Council's Financial Strategy and agree any comments it wishes to be fed back to Cabinet on this subject.

### **7 OVERVIEW & SCRUTINY SUB-COMMITTEES/TOPIC GROUP UPDATES**

To receive feedback from the Chairmen of the following Sub-Committees:

- Environment;
- Health;
- Children & Learning;
- Town & Communities;
- Individuals; and
- Crime & Disorder.

And the Debt Recovery Topic Group.

**8 URGENT BUSINESS**

To consider any other item in respect of which the Chairman is of the opinion, by reason of special circumstances which will be specified in the minutes, that the item should be considered at the meeting as a matter of urgency

**Andrew Beesley**  
**Committee Administration Manager**



**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
7 October 2015 (7.00 - 9.15 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	John Crowder, Steven Kelly, Dilip Patel, Viddy Persaud, Carol Smith and Linda Trew
<b>Residents' Group</b>	June Alexander, Nic Dodin and Barbara Matthews
<b>East Havering Residents' Group'</b>	+Alex Donald and Gillian Ford (Chairman)
<b>UKIP Group</b>	Ian de Wulverton and Lawrence Webb (Vice-Chair)
<b>Independent Residents' Group</b>	David Durant and Graham Williamson

Apologies were received for the absence of Councillors Robby Misir and Linda Hawthorn.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

**25 MINUTES**

The minutes of the meeting held on 22 July 2015 were agreed as a correct record and signed by the Chairman.

**26 CHAIRMAN'S UPDATE**

The Chairman advised that she had been in discussions with the Chief Executive regarding the "Call-In" procedure and exemption of items.

The rule stemmed from the 2012 executive arrangements regulations which provided:

11. Cases of special urgency

(1) Where the date by which a key decision must be made, made compliance with regulation 10 impracticable, the decision may only be made where the decision maker had obtained agreement from—

(a) The Chairman of the relevant Overview and Scrutiny Sub-Committee; or

(b) If there was no such person, or if the Chairman of the relevant Overview and Scrutiny Sub-Committee was unable to act, the Chairman of the relevant local authority; or

(c) Where there was no Chairman of either the relevant Overview and Scrutiny Sub-Committee or of the relevant local authority, the Vice-Chairman of the relevant local authority, that the making of the decision was urgent and could not reasonably be deferred."

Under this rule the Chairman could deal with the business and then feedback to the Board at a later date.

There had recently been two examples of when this rule had been applied the first being the Local Implementation Plan for Crownfield Nursery which had been dealt with by the Vice-Chairman and the Corporate Complaints Review which the Chairman had been involved with.

In response to a question regarding the previous exempted call-in of the executive decision regarding the proposed Romford Leisure Centre, the Chairman advised that the matter had been passed to the Chairman of the Towns and Communities Sub-Committee to consider whether a review of the decision was required.

**27 SICKNESS ABSENCE UPDATE**

The Chairman advised that she and Councillor Hawthorn had recently met with representatives of Human Resources to receive an update on sickness absence.

An officer present at the meeting gave Members a further update on the current situation.

There had recently been a downward trend in the amount of sickness absence due to Human Resources working closely with managers, timely reviews and Occupational health interventions.

Members noted that the two main areas of sicknesses were those of a mental health nature or muscular skeletal.

Members were also advised that Havering was becoming more Dementia friendly. Seventy percent of Havering's employees lived within the borough

and Havering had over 1800 people on the dementia register. Members noted that similar support was also available for other carers.

Recently there had been 14 dismissals, 8 resignations and 1 ill health retirement due to sickness absence. There were also 6 third stage reviews due to take place in the next quarter.

Members noted that the pattern of sickness absence had changed from long term absence to more occurrences of short term absences. Trigger levels remained the same (3 instances in six months/4 instances in twelve months) before action was taken.

Members were advised that HR were now working with internal services such as the Public Health Team as these services were in-house and free.

Managers were now a lot more focussed on following procedures and managers were now assessed on how they followed the measures and if they failed to follow the correct procedure it would be highlighted at their next performance review.

In response to a question regarding timeframes and dismissals, officers advised that these were part of the national terms and conditions as set out in the Green Book.

Members were also advised that in some instances occupational health could overrule a GP if they felt the patient had been misadvised or a sickness certificate issued wrongly.

Return to work interviews were carried out, following periods of sickness absence, in every case.

Members asked that they were provided with departmental levels of sickness absence in the form of exact numbers and not percentages with clear narratives and the number of return to work interviews that had been carried out.

Officers agreed to provide this information to Members at the earliest opportunity.

## **28 VOLUNTARY SECTOR STRATEGY REVIEW**

The report before Members outlined the progress that had been made in respect of the Voluntary Sector Strategy Action Plan since it had been approved by Cabinet in June 2015.

Members were reminded that in October 2014, the Council published a draft Voluntary Sector Strategy for consultation. An independent consultant was appointed to lead the consultation process which comprised workshops, focus groups, one to one meetings and an opportunity to submit comments

directly either to the Council's consultant or to the Council itself. Over 116 people attended the workshops from a wide range of groups and the feedback was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector.

Despite this diversity, however, there were a number of ideas for action that were supported by a wide range of groups. Organisations saw the potential for real improvements in relationships between the Council and the sector and, to that end, wished to see a small number of realistic, clear and achievable actions on the part of the Council to achieve this. Following the review, the Council, taking into account the feedback received, revised the strategy and developed an action plan to address a number of the issues raised by the voluntary and community sector.

In June, the Council hosted a Crowdfunding Workshop, showing voluntary organisations in the borough a new way of raising money. Crowdfunding involved funding a project or venture by raising contributions from a large number of people, via the internet. For many organisations it offered a new way to finance their activities, while giving ordinary people a new way to donate to good causes. Those organisations attending learnt how to run a successful fundraising campaign including how to deliver a successful pitch, how to communicate this and build a network of supporters. Nineteen people attended the event and five people received a 1-1 session with the facilitator.

Voluntary sector organisations had been engaged in discussions and preparations for the introduction of the Care Act. Engagement had been achieved through attendance at Care Act provider forums; attendance at a workshop for bidders that were interested in the advice and information tender (which would establish 3 Community Hubs) and through engagement in the development of the Market Position Statement which was aimed at existing and potential providers of Adult Social Care and Support.

Family Mosaic secured the advice and information contract and currently operated from Holgate House, Romford whilst establishing three community hubs across the borough.

Members noted that over forty volunteers had been engaged in Community clean-ups around the borough and a calendar of clean-ups had been developed which was appended to the report for Member's perusal.

During the debate members commented that a central office that organisations could all work from would be a more suitable idea as often organisations were "choked" by initial start-up costs.

Members also recommended that the contract include seedbed, hot desk opportunities for start-up and small groups.

Members noted that HAVCO had now disbanded but some of their former staff had expressed an interest in providing a social enterprise service. The Council had been approached regarding finding suitable premises for the service.

Members enquired as to whether the service would need to provide public liability insurance. Officers advised that this was often a condition of receiving grant funding.

Officers were considering whether a Community Voluntary Sector Service or direct funding would be more suitable for the borough.

Members noted that the Council would continue to monitor delivery of the action plan through its Voluntary Sector Steering Group and through the Community Engagement Team. Key actions for the Council were being built into service plans delivery of which would be monitored corporately.

Members questioned the future provision of the Disclosure & Barring Service (DBS) checks that were previously carried out by HAVCO. Members agreed that the DBS checks should be brought back in-house and carried out by the Council.

In reply to a question regarding the make-up of the Steering group officers confirmed that the group would comprise of the Group Director of Communities and Resources, Head of Business & Performance, a member of the Community Engagement Team and representatives from Adult Social Care, Children's Social Care and Learning & Achievement.

Members felt that there was already in-house staff employed by the Council that could administer the service with the help of some administration staff.

The report made reference to the fact that having needed new models and organisations to emerge that were to fill gaps in the market and in response to a question in how the gaps would be filled officers suggested through the Market Position Statement for Adult Services and for children through the Commissioning Strategy. It was suggested that the Chairmen of the relevant Sub-Committees be made aware of these pieces of work.

The Board **reviewed** the report and **noted** its content, it was also **agreed** that a further update report be presented to the Board in six months time.

## 29 **CORPORATE PERFORMANCE REPORT Q1 2015/16**

The report before Members set out the Quarter 1 Performance Report 2015/16 that had previously been considered by Cabinet.

Also appended to the report was the Quarter 1 2015/16 Demand Pressure Dashboard which illustrated the growing demands on Council services and

the context that the performance levels set out in the report had been achieved within.

As had been mentioned previously each Overview & Scrutiny Sub-Committee would now receive a report covering performance areas that were bespoke to the Sub-Committee's terms of reference.

It had not been possible to take the latest report to all of the Sub-Committee meetings this year due to the timetabling of meetings however, future timetabling would allow for the Sub-Committees to consider the very latest reports.

Members noted that the tolerances for RAG ratings had been changed whereas each rating had previously had a tolerance of ten percent each rating would now have an individual tolerance.

Members requested that cross hatching be used in future reports as at present the reports showed various confusing shades of grey when printed in black and white.

In reply to a question as to why public satisfaction was on the increase officers advised as more information was made available to the public and people became aware of funding restrictions etc then residents had more realistic expectations and believed that the Council was achieving its long term goals and objectives.

Members advised that the complaints procedure, in particular the online complaints portal, was not dealing with complaints in a timely way leading to frustration from complainants.

Several Members felt that Councillor's complaints needed to be dealt with in a quicker timescale as constituents were often waiting on replies and sometimes officers were re-directing Councillor's complaints to the portal when they should be dealing with them direct and providing a quicker resolution to the problem. Councillor complaints were often complex issues that were not suitable for the complaints portal.

Members **reviewed** the performance set out in Appendix 1 and **noted** the content of the Demand Pressures Dashboard in Appendix 2.

## 30 **ANNUAL OMBUDSMAN LETTER**

The Board **considered** the contents of the LGO's Annual Letter along with its accompanying statistics and **agreed** no further action was necessary.

**31      OVERVIEW      &      SCRUTINY      SUB-COMMITTEES/TOPIC      GROUPS  
UPDATES**

**Environment Sub-Committee**

The Chairman advised that the Topic Group looking at waste minimisation had met and was currently gathering information for another meeting in the near future.

**Health Sub-Committee**

The Chairman advised that the Topic Group looking at appointment cancellations had now concluded and a report was being prepared to update the Sub-Committee at its next meeting in January 2016.

**Children & Learning Sub-Committee**

The Chairman advised that a report had been prepared for Governance that would allow the Cabinet Member for Children & Learning to be a member of the Corporate Parenting Panel.

Meetings had taken place between the representatives of the Sub-Committee and Head Teachers to discuss the Pupil Premium and how it was being used in schools.

**Towns & Communities Sub-Committee**

The Chairman confirmed that the Private Rented Sector (PRS) Landlords Licensing Topic Group investigative work was now completed with the result that there was sufficient evidence and a rationale to support a recommendation to the Towns & Communities Overview and Scrutiny Sub-Committee to agree, subject to consultation, the initial introduction of a Selective Licencing Scheme in the wards of Brooklands, Gooshays and Heaton. This would be followed by a Selective Licencing Scheme for other identified wards or the remainder of the borough, subject to consultation and the necessary Secretary of State Approval.

The Chairman also confirmed that two new Topic Groups were looking at Anti-Social behaviour and one that would scrutinise and better understand the process involved in Green Belt land designation within the local planning system.

### **Individuals Sub-Committee**

The Chairman advised that both the Dementia and Diagnosis and Learning Disabilities and Support Topic Group reports were due to be considered by Cabinet at its next meeting.

A new Topic Group looking at Mental Health in the borough was currently being set up.

### **Crime & Disorder Sub-Committee**

The Chairman advised that an evening site visit to Romford and Hornchurch town centres had taken place on a Friday evening in September to observe how the Police and their partners were tackling the problems of the night-time economy.

A Topic Group had been established to look at the way the criminal justice system dealt with offenders with mental health issues.

### **Debt Recovery Topic Group**

Members advised that a further meeting had taken place with the Head of Exchequer & Transactional Services, Council Tax Manager and the Council's Debt Management Project Manager. The meeting had given members a further insight into the collection of outstanding Council Tax debts and what the constraints were that prevented higher collection rates. The Debt Management Project Manager was currently preparing a report that looked at the Council's debt management as a whole and a copy of the final report was to be made available to the Topic group members for their consideration once completed. The Topic Group hoped to move on shortly to scrutinising NNDR.

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**Chairman**



**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
24 November 2015 (7.00 - 8.30 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	+Joshua Chapman, Steven Kelly, Robby Misir, Viddy Persaud, Carol Smith, Frederick Thompson and Linda Trew
<b>Residents' Group</b>	June Alexander, Nic Dodin and +John Mylod
<b>East Havering Residents' Group'</b>	Gillian Ford (Chairman) and Linda Hawthorn
<b>UKIP Group</b>	Ian de Wulverton
<b>Independent Residents' Group</b>	David Durant and Graham Williamson

Apologies were received for the absence of Councillors Lawrence Webb, John Crowder, Dilip Patel and Barbara Matthews.

+Substitute members: Councillor Frederick Thompson (for Dilip Patel), Councillor Joshua Chapman (for John Crowder) and Councillor John Mylod (for Barbara Matthews).

Councillors Keith Darvill, Jody Ganly, Ron Ower and Meg Davis were also present.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

**32 CALL-IN OF CABINET DECISION CONCERNING OUTLINE PROPOSALS TO ADDRESS EARLY YEARS, PRIMARY, SECONDARY AND SEN RISING ROLLS - PHASE III AND IV EXPANSION PROGRAMME**

Prior to the meeting starting the Chairman advised Members that although Parsonage Farm School was shown in part of the report the expansion of Parsonage Farm School had already previously been agreed in an earlier phase and the granting of planning permission was to be considered by the Regulatory Services Committee.

Councillor Darvill commented that the reason for the call-in was to allow the public to see how the Council was less able now to determine how pupil numbers were now allocated. The public still believed that authorities were the best placed people to make decisions regarding future school provision but were perhaps unaware of the outside controls that they faced.

Over 700 responses had been received to the consultation regarding the provision of school places and the public had overwhelmingly expressed confidence in the local authority carrying out this duty.

Councillor Darvill commented that the Council now needed to encourage free schools into the area, although not in favour of free schools, parents needed to commit to the idea of free schools which could prove difficult if parents were unsure of what the free school offered.

Councillor Darvill also commented that the Council should be approaching existing secondary schools including academies to discuss expansion and the potential for all-through provision.

Evidence elsewhere in the country showed that children performed well at all-through schools.

All the schools selected for expansion were performing well and were popular schools which would lead to an increase in pupil numbers and therefore an increase in vehicles at schools.

Havering already had very high car ownership rates and existing congestion throughout the borough with cross borough travel on the increase.

Councillor Durant commented that free schools could be built where the investors wanted to build which was not necessarily where they were needed.

Councillor Durant suggested that the Board needed to carefully consider the effect of four form of entry on schools in the future as it was important not to create a large number of super-size schools.

Members were advised by officers that there was no evidence to suggest attainment levels decreased in larger schools; with increased funding larger schools could offer greater opportunities.

The Council's Assistant Director of Learning and Achievement highlighted a list of schools that had already expanded and those that were forecast to expand in future years. Members were advised that there still existed a strong demand for school places in the Romford area. Discussions had taken place with secondary schools, with regard to all-through provision, which were on-going and quite encouraging although in a recent survey parents had been less keen on all-through provision and work was needed with parents to explain the benefits of such schools. The Council had a good working relationship with the Regional Schools Commissioner who oversaw

the introduction of free schools and had helped introduce existing free schools provided by Oasis Community Learning and REAch2.

Members were advised that expansion in secondary schools was quite a challenging task as more facilities were required. Feasibility studies had been carried out with schools with maintenance funding i.e Priority Schools Building Programme (PSBP).

Members noted that officers were continuing to receive calls from parents concerned that places would not be available for their children. There was still a need for 340 places in September 2016 that had yet to be achieved.

The Council's Interim Head of StreetCare explained the measure that were being taken and could be taken to improve road safety around schools.

During the past year over 400 parkers had been moved on and over 1200 parking tickets had been issued. At present 55 schools in the borough were covered by 20 enforcement officers who could only cover approximately 5% of the operating times of schools.

Discussions were on-going between officers and Head Teachers, who were anxious to resolve the traffic problems, with regards to designing bespoke management programmes that would deal with the problems of parents breaking the rules regarding parking at school sites.

A number of options were available to deal with the issues and included changes to school opening times, hard hitting campaigns, school travel plans, fixed cameras and the enforcement of Public Space Protection Orders.

Officers commented that a proactive rather than reactive approach was required to deal with the problem and it was mostly about educating parents and enforcing a policy change to ensure the problem of nuisance parking was dealt with. It was also noted that it was the minority of parents that were abusing the system.

A panel of Members and officers had been established specifically to consider parking near schools.

The Council's School Provision & Commissioning Manager updated Members on the current situation with regards to free pre-school childcare.

Currently, all three and four-year-olds, of working families, were entitled to 15 hours free early education a week. Local authorities were given Central Government funding to pay for the scheme, which they then passed on to nurseries.

Members noted that there was a possibility that the amount of hours of free education may be upgraded following the Chancellor's Spending Review which was due to be announced the following day.

The Council's Deputy Chief Executive, Children, Adult and Housing advised Members that the Council had a statutory duty to provide school places and could be fined if provision could not be achieved.

The Council was currently talking to and would only work with providers who offered a quality service. Expansion of schools should only take place at good schools that were able to cope. Visits had taken place to various schools and the Head Teacher's comments taken on board. It was important in the case of free schools that the provision was located close to parent's homes. Members noted that schools that had already expanded were doing very well.

In response to a question regarding funding for a drop off point at James Oglethorpe School, officers advised that Highways officers were in consultation with Children's Services and the school and were exploring all feasible options.

In reply to a question regarding the yield figures in Hornchurch officers advised that projections were based on actual fact but could change in the future. Projections were updated on a regular basis to take into account new developments in the area and the housing mix.

Members raised concerns regarding safety around school premises and suggested that safety measures were implemented as soon as possible at all schools. The Chairman asked that Members be informed of progress of the safety works via the Member/officer group.

Officers wished to re-assure Members that all schools would be visited and those schools that had already been expanded would be re-visited. Each school would also be looked at individually rather than on bulk.

In response to a question regarding whether funding would be made available for traffic measure, officers confirmed that funding would be made available.

Members also discussed the possibility of investigating positive ways of reducing traffic around schools and suggested that traffic plans needed to be proactive and not just there to punish parents. Mention was made of successful schemes in Tring Gardens, Harold Hill and Harold Wood School. Officers advised that engineering solutions would be used where possible. Enforcement could only be used when parents parked on zigzag lines or keep clear hatches and not when parked on single or double yellow lines.

Members also commented that there existed a problem around Branfil School with inconsiderate parking it was also felt that local residents were not helping the situation by parking in the road as opposed to their driveways.

Mention was also made of inconsiderate parking around Mead School in Amersham Road, Harold Hill which had exacerbated since the expansion of the school.

In reply to a question regarding the provision of faith based education officers advised that a need had already been identified.

A Member asked that careful consideration be given to expansion of some schools over others. Officers were advised that Brady and Rainham Village Schools were possibly better options for expansion than the previously selected Parsonage Farm School. The Head Teacher at Brady Primary School had also expressed a possible interest in expanding to two form entry.

The Chairman advised Members that Local Government Association was lobbying for more power over admissions and the development of new schools

Officers also wished to re-iterate that schools would not be expanded if it was felt that they could not cope.

In summation the Cabinet Member for Children & Learning commented that Members felt re-assured by officer's reports and comments and those officers were doing a very thorough job in achieving a cohesive plan for the future which would have additional phases later on along the line.

The Chairman reminded Members that this phase was only at the consultation stage and that the decision to proceed with the expansion plans could be called-in again at any stage of the process.

*At this point the Cabinet Member for Children and Learning left the room whilst the Board voted on the decision as to uphold or dismiss the call-in of the Cabinet decision taken on 4 November 2015.*

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 13 votes to 2.

Councillors Durant and Williamson voted for the resolution to uphold the call-in.

It was **RESOLVED** that the call-in of the Cabinet decision taken on 4 November be dismissed and reported to Council, as previously agreed, at its meeting on 25 November 2015.

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Chairman



**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
9 December 2015 (7.00 - 9.25 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	+Ray Best, Steven Kelly, Robby Misir, Dilip Patel, Viddy Persaud and Carol Smith
<b>Residents' Group</b>	June Alexander, Nic Dodin and Barbara Matthews
<b>East Havering Residents' Group'</b>	Gillian Ford (Chairman) and Linda Hawthorn
<b>UKIP Group</b>	Lawrence Webb (Vice-Chair)
<b>Independent Residents' Group</b>	+Michael Deon Burton and Graham Williamson

An apology for absence was received from Councillor Linda Trew.

+Substitute Members: Councillor Ray Best (for John Crowder) and Councillor Michael Deon Burton (for David Durant).

Unless shown all decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

**33 CALL-IN OF CABINET DECISION OF ROMFORD MARKET TRANSFORMATION PROGRAMME**

Councillors Ray Morgon and Keith Darvill addressed the Board and gave the reasons for the call-in of the Cabinet decision.

Councillor Morgon commented that the report lacked considerable detail and did not show that the money would be well spent. Councillor Morgon also commented that the Market continued to decline as shopping habits were changing with more purchases now made online rather than from bricks and mortar stores.

Councillor Darvill commented that the aim was to achieve a successful market and Members needed to ensure that the proposals represented value for money. Councillor Darvill also commented that the timescale for the implementation of the proposals appeared to be fairly rapid and that the

report did not contain a lot of important information. Councillor Darvill concluded by commenting that the surveys that had been carried out appeared not to show where respondents had come from and showed a lack of engagement with the current traders. Improvement to the Market was needed but Members needed to see more detail of the proposals.

The Chairman advised that she had submitted a number of questions to officers which had been responded to and Members would be emailed a copy of the replies following the meeting.

The Council's Head of Economic Development and Business Development Manager then took members through a presentation of the proposals for the transformation of the Market.

The presentation highlighted the current market profile and the opportunities that were available for members to consider. The presentation also highlighted how the Market could establish a brand identity and vision for the future and also how the operational management of the Market would be handled in the future and how the market could attract new traders.

The requisition had stated that no evidence had been provided that clearly demonstrated that changes to the Market would attract new shoppers and traders and in response officers provided statistics that had been compiled from surveys that had been carried out in the town centre.

The presentation showed that the statistics had been taken from 690 face to face interviews and Members questioned as to why the number of respondents was so low from a borough with a population of nearly a quarter of a million people. Members also wished to know how many of the respondents lived within the borough as it had previously been stated in similar surveys that approximately seventy percent of visitors to the town centre were from outside of the borough.

Officers advised that from surveys carried out by Cosgrave Property Group, the owners of the Liberty Shopping Centres, showed that the town centre received approximately 22 million visitors a year and that the aim of the transformation was to get visitors into the Market from the town centre. The presentation also showed Members examples of transformations that had taken place at other markets across the country.

The requisition had queried that there was no evidence that the consultants employed by the Council, 20.20, had a track record in improving markets and footfall.

Officers advised that 20.20 was a leading strategic design consultancy with experience of working with a number of commercially successful growth strategies, particularly in the retail and leisure sector. 20.20 had been chosen because of their experience and strong track record in retail and because there had been a need for a "fresh pair of eyes" on the Market to bring it into the 21<sup>st</sup> century.



Officers also advised that they had wanted an independent evaluation of 20.20's report and had employed Alan Ottey to be a "critical friend" of the recommendations put forward by 20.20. The report had been shown to be fully validated and included very robust proposals.

In response to questions regarding the costs of employing the two consultants, officers replied that 20.20's work had cost £60,000 and that Mr Ottey's work had cost the Council £3,500. Members again questioned as to whether there was a need for 20.20 to be involved in the process as they had no experience of working within a market environment. Officers advised that the process had gone out to tender and tenderers with experience in retail and some with experience in markets had expressed their interests.

Members questioned whether traders from other markets across the country would have been better placed to give their views on what made a good market and how they attracted new traders.

Mr Ottey had reviewed the 20.20 report and had mostly agreed with what had been said, save for a couple of changes regarding the dwell space and layout of the market stalls.

Cabinet had previously agreed to officers continuing their work on attracting GLA grant for additional funding to progress the scheme.

In response to the requisition question highlighting that no evidence had been provided to show that market places in London boroughs were growing in demand the presentation gave several examples of London markets where transformations had taken place and those markets were now going concerns.

In response to the statement that no evidence had been provided that new socio-economic classes would be attracted to the Market, the presentation detailed the key consumer or "Mosaic" groups in the Romford area. The presentation highlighted the target groups that needed to be attracted to the town centre and although there were large populations of these groups in Romford the report had found that these groups were currently under represented within the Market.

Some Members commented that the market had historically had a poor record of ethic trading and that there had been examples of new traders being bullied by existing traders.

Officers responded by advising that a new pledge would be introduced that ensured new traders would be well treated which would help attract existing traders that were currently trading elsewhere. Introductory rent free periods would also be introduced to encourage new traders onto the Market although some Members felt that reduced/free rents would harm the revenue generation figures that had been quoted in the report. There were also concerns over offering reduced fees and the perception from existing traders

The report had also suggested the possibility of seven day trading and members questioned whether the loss of parking revenue from the Market Place would be offset by the additional trading. Officers replied by commenting that one of the extra proposed trading days was Sunday and that at present no parking charges were levied on Sundays. Other additional trading days may see only part of the market Place being used therefore allowing some parking.

In response to a question regarding the use of consultants the Council's Property Services Manager advised that the Council had previously employed Quarterbridge Project Management Limited who had had experience of transforming markets but their recommended improvements had not really worked and regular health-checks of the Market had borne this out. 20.20's work had looked at the Market from a different approach and suggested a different proposal to take the Market forward.

New traders were needed, as unlike in the past where there had been a history of trader succession, this was no longer the case. Traders that traded in the right commodities tended to trade well on Romford Market.

The introduction of this year's Christmas trading village, which was an in-house idea, had provided a buzz around the Market and the traders but it had long been felt that if no long term improvements were made then the Market would be lost.

The presentation also highlighted the costs, both Revenue and Capital investment, that would be required to introduce the project. Members were advised that the Capital investment would need to be costed along with possible loss of parking revenue and brought back to Cabinet for its approval.

Discussions were on-going with catering providers to ascertain what fees they would be willing to pay to secure places on the Market.

The presentation concluded with a brief business case for the proposals that included proposals for the increase in traders and financial margins.

Some Members felt that the money was being spent in the wrong areas such as the "dwell area" and that more money should be spent on encouraging catering ventures into the area.

Officers advised that meetings had taken place with Cosgrave Property Group who had shown interest in re-developing areas of the town centre particularly in Western Road and Swan Walk following the Council's pledge to invest in the Market Place and on the new leisure centre.

Councillor Morgon commented that he had still not heard compelling evidence that the transformation was the right thing to do and that the report had been poorly written and still lacked clarity.

During discussions Members discussed previous attempts to rejuvenate the Market which had been met with opposition from traders who had sometimes shown an appalling attitude and were resistant to any form of change yet complained that the Market was disappearing.

Members felt that the current provision of merchandise was very poor and that all age groups needed to be targeted in encouraging people to use the Market not just the ones highlighted in the presentation.

Member's felt that the investment in the "quiet/dwell" areas was inappropriate and that attracting traders that would sell a wide range of quality merchandise and the additional provision of quality catering facilities was more suitable towards a successful transformation of the Market.

Member's comments also included that the report had no substance and showed that the proposals were unfunded, uncosted and un-defined. The report also claimed that external funding played a large part in the transformation and Members expressed concerns that if such funding was not forthcoming then what back-up plans were in place for the future of the Market.

Members commented that the loss of parking revenue needed to be shown more clearly in the report and again criticised the report for being vague in areas to the point that the report probably needed re-writing and that it needed to be re-presented in a more persuasive and measured way.

Members also questioned why the proposals had not been considered by the Towns & Communities Overview and Scrutiny Sub-Committee as it fell within its Terms of Reference.

Members felt that there needed to be greater interaction with the current traders but acknowledged the engagement issues that had previously hindered attempts to develop the Market.

Councillor Darvill commented that other markets particularly those on the continent, particularly those in countries such as France, Belgium and Germany which were seen as shopping experiences and attracted shoppers from all over Europe.

Councillor Darvill also commented on the scant information that was available on Romford in the promotional material and advised that all Councillors needed to promote Romford and that the proposals in the report needed to be researched more thoroughly before any money was spent. Councillor Darvill concluded that call-in was felt to be justified and that the call-in should be upheld and the matter referred back to Cabinet for re-consideration.

Members commented that all Councillors wanted to see a more vibrant Market as if the Market declined then Romford declined but the report

needed more detail in how this would be achieved and at what cost to the Council.

Generally Members felt that something needed to be done to improve the Market experience however more detail was required to know if the proposals agreed by Cabinet were the right way forward. In some support of the proposals it was commented that change was needed and that procrastination would only lead to a further decline of the current Market provision.

Members questioned whether a more holistic approach could have been taken to see whether the retail element of Romford was significant enough to attract visitors to the town centre and subsequently to the Market.

In a brief summation the Cabinet Member for Environment commented that a little more research was perhaps required but overall the proposals would ensure that the Market would move forward and prove to be a valuable asset to the Council. The Cabinet member also echoed an earlier comment that procrastination would only lead to a further decline of the current Market provision and possibly lead to a loss of GLA funding.

*At this point the Cabinet Member for Environment left the room whilst the Board voted on the decision as to uphold or dismiss the call-in of the Cabinet decision taken on 18 November 2015.*

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 8 votes to 4 with 2 abstentions.

Councillors Ford, Hawthorn, Williamson, Deon Burton, Webb, Dodin, Alexander and Matthews voted to uphold the call-in.

Councillors Misir, Smith, Persuad and Patel voted to dismiss the call-in.

Councillors Best and Kelly abstained from voting.

It was **RESOLVED** that the call-in of the Cabinet decision taken on 18 November 2015 be upheld and referred back to Cabinet for its re-consideration.

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**Chairman**



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**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
12 January 2016 (6.00 - 7.00 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	+Joshua Chapman, John Crowder, *Steven Kelly, Viddy Persaud, Carol Smith, +Frederick Thompson and Linda Trew
<b>Residents' Group</b>	Barbara Matthews, +Ray Morgon and Julie Wilkes
<b>East Havering Residents' Group'</b>	Gillian Ford (Chairman) and Linda Hawthorn
<b>UKIP Group</b>	
<b>Independent Residents' Group</b>	David Durant

Apologies were received for the absence of Councillors Robby Misir, Dilip Patel, Nic Dodin, June Alexander and Graham Williamson.

+Substitute members: Councillor Thompson (for Robby Misir), Councillor Joshua Chapman (for Dilip Patel), Councillor Julie Wilkes (for Nic Dodin) and Councillor Ray Morgon (for June Alexander).

\*Present for part of the meeting.

Councillor Melvin Wallace was also present as the Cabinet Member for Culture and Community Engagement.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

**34 CALL-IN OF CABINET DECISION OF ATTESTATION OF PARKS PROTECTION OFFICERS**

Councillors Ray Morgon and Keith Darvill addressed the Board and gave the reasons for the call-in of the Cabinet decision.

Councillor Morgon commented that the Cabinet report had not given enough detail and that he wanted re-assurances regarding the practical details of the proposals.

Councillor Darvill re-iterated the points raised by Councillor Morgon.

The Council's Head of Cultural and Leisure Services advised that currently the Parks Protection Service was operating with no specific powers at their disposal. The service operated under delegated authority from the Council and this had been the case since the service was established in 2010.

At present the service used "any person" powers to arrest anyone who was in the act of committing an indictable offence, or anyone whom the officers had reasonable grounds for suspecting to be committing an indictable offence.

It was a requirement for the service to enforce the byelaws in parks and the majority of offences that occurred were breaches of the byelaws however, the use of the "any person" method of arrest could not be used for breaches of byelaws.

At present there was no legal requirement for a member of the public who had committed a byelaw offence to give the Parks Protection Service their name and address which was required to be able to deal effectively with many offences.

The introduction of attestation powers would enable officers to arrest individuals for failure to supply a name and address or where the name provided was in doubt.

In response to a question regarding how many times the use of the new powers would be of benefit to the service, officers advised that it was difficult to assess the exact numbers of incidents that would occur in the future where having attestation powers would result in incidents being dealt with more effectively. However, Cabinet had agreed to receive a progress report once the attestation powers had been in place for a 12 month period.

Officers confirmed that the new powers would be seen more as a deterrent than something that was used on a regular basis.

It was also noted that although crimes figures generally in the borough reducing that there had been an increase in more violent crimes.

At present drugs offences were not covered by byelaws and officers could not obtain details of offenders without attestation powers which sometimes left officers in exposed circumstances often having to "bluff" their way through situations.

Under the attestation powers offenders could be de-arrested once the information given to officers had been gathered.



In response to a question regarding the jurisdiction of the attestation powers officers confirmed that the powers would only be applicable within the confines of the park grounds and officers could not arrest outside the park gates.

Officers advised that some other London borough's parks were managed by the Metropolitan Police such as City of London and the Royal Parks and other boroughs had introduced attestation powers to existing Parks Protection Services.

Members were advised that at present the police did not respond to non-criminal offences and that by giving officers attestation powers this would enable all bases to be covered whether it be a byelaw or

Officers advised that all standard procedures that were carried out by the Parks Protection Service were risk assessed. Training was provided to officers in detaining of suspects, use of handcuffs, dealing with aggressive people, driving in parks and dog controls. All of the current Parks Protection Service officers were ex Metropolitan Police officers who currently used the Airwaves radio system and wore body-cams to help with evidence gathering. Another benefit of giving officers attestation powers was that the Council would be able to negotiate more effectively with the police regarding the continued use of the Airwaves system.

In response to a question relating to the amount of successful prosecutions officers advised that the service had successfully taken 21 cases to court with a further 3 cases pending prosecution.

Members queried whether the attestation powers would tie up officer's workloads by dealing with more complex offences, officers advised that if the officers felt that they could not deal with a particular situation then they would phone the police who would ideally take the prisoner off of the site.

Officers advised that there had been instances in the past where the Parks Protection Service may have acted differently if the police had been available to attend when requiring an offender's name and address. However due to the limited availability of police resources they were often unable to respond at peak times of demand for what may have appeared to be a lower category byelaw related matter, compared to other street based community safety priorities, requiring an immediate response.

Officers advised that there was no current formal partnership arrangement with the police over and above the increased support which any uniformed member of the local authority could expect, carrying out their duties as part of the "policing family". However, there were a number of joint working practices and tasking meetings. Meetings had also taken place between the Borough Commander and the Director of Communities and Resources. The police were supportive of the PPS being given attestation powers.

In reply to a question regarding public liability insurance Members were advised that the Council's current insurance cover would continue to be sufficient if officers were given attestation powers.

If the new powers were granted then officers would be required to wear a new uniform that would designate them as Constables and show a Crown. An offset to any additional costs would be a saving from non-payment of Vehicle Excise Duty on the PPS vehicles as they would be exempt from paying the duty.

In response to a question regarding temporary agency staff, officers advised that only permanent members of staff would be given attestation powers.

*At this point the Cabinet Member for Culture and Community Engagement left the room whilst the Board voted on the decision as to uphold or dismiss the call-in of the Cabinet decision taken on 16 December 2015.*

The vote for the decision as to whether to uphold or dismiss the call-in was carried 10 votes to 0 with 2 abstentions.

Councillors Ford, Chapman, Crowder, Persaud, Smith, Thompson, Trew, Hawthorn, Wilkes, Durant voted to dismiss the call-in.

Councillors Matthews and Morgon abstained from voting.

It was **RESOLVED** that the call-in of the Cabinet decision taken on 16 December 2015 be dismissed and reported to Council as previously agreed.

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Chairman



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## Cabinet

16 DECEMBER 2015

Subject Heading:

**Corporate Performance Report:  
Quarter 2 (2015/16)**

Cabinet Member:

**Councillor Clarence Barrett**

CMT Lead:

**Andrew Blake-Herbert**

Report Author and contact details:

Pippa Brent-Isherwood, Head of Policy & Performance  
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01708 431950

Policy context:

The report sets out Quarter 2 performance for each of the strategic goals (Clean, Safe and Proud)

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

Is this a Strategic 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:

Six overview and scrutiny sub-committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, Towns and Communities) and the Overview and Scrutiny Board

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

Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

## SUMMARY

1. The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud).
2. The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The Red / Amber / Green (RAG) ratings for 2015/16 are as follows:

**Red** = more than the '**target tolerance**' off the quarter target and where performance is *not improving*

**Amber** = more than the '**target tolerance**' off the quarter target and where performance has *improved or been maintained*.

**Green** = on or within the '**target tolerance**' of the quarter target

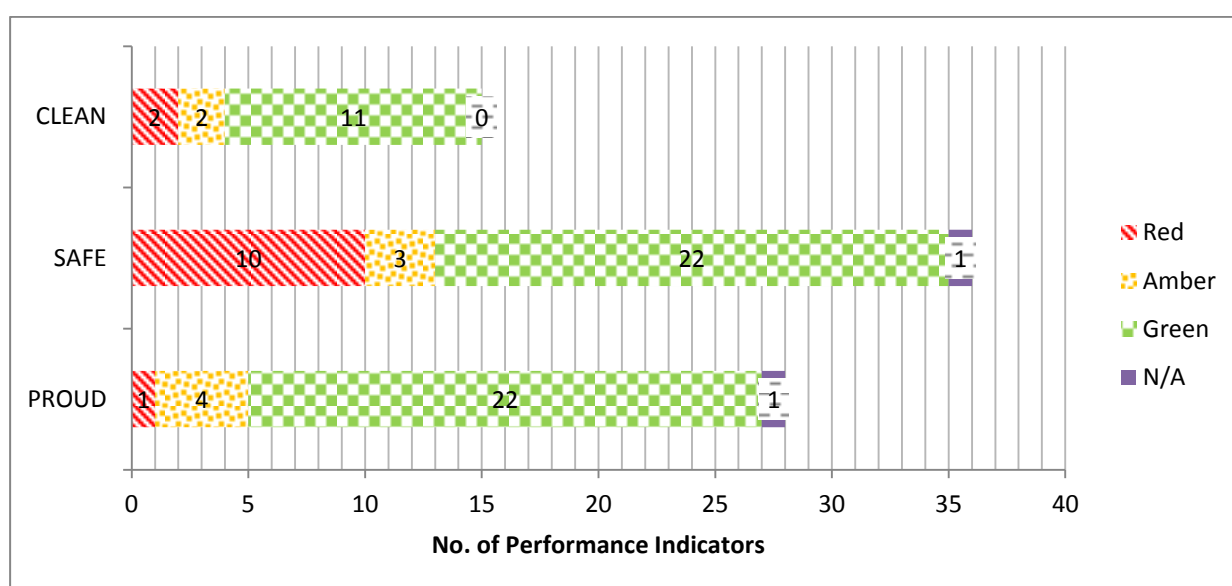
3. Where performance is more than the '**target tolerance**' off the quarter target and the RAG rating is '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to address poor performance.
4. Also included in the report are Direction of Travel (DoT) columns, which compare:

Short-term performance – with the previous quarter (Quarter 1 2015/16)

Long-term performance – with the same time the previous year (Quarter 2 2014/15)

5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.

### Quarter 2 2015/16 RAG Summary



6. 79 Corporate Performance Indicators have been measured this quarter. Of these, 77 have been given a RAG status. In summary:

**55 (71%)** have a RAG status of **Green**.

**22 (29%)** have a RAG status of **Red** or **Amber**.

7. The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also attached to the report (as **Appendix 2**) is a Demand Pressure Dashboard that illustrates the growing demands on Council services and the context that the performance levels set out in this report have been achieved within.
8. The feasibility of being able to achieve the targets associated with the following indicators (performance against which is RAG rated as “Red” for Quarter 2) is currently being reviewed in the context of the increasing levels of demand:
  - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)
  - Total non-elective admissions into hospital (general and acute), all-age per 100,000 population
  - Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
  - Percentage of looked after children (LAC) placed in LBH foster care
9. The outcomes of this review will be considered as part of the Council’s budget strategy, as well as the corporate and service planning processes for next financial year, as additional budget and / or other resources would need to be allocated to these areas in order to improve their performance. The Council’s draft budget already recognises the demographic pressures illustrated at **Appendix 2** however both the budget and / or the targets will be revised as necessary in light of the review of the level of additional resources required to achieve the targets as they are currently set.

### **Future performance reporting arrangements**

10. In discussion with the Overview and Scrutiny Board and some of the Overview and Scrutiny Sub-Committees, consideration has recently been given to the current performance reporting arrangements and how they might be improved going forward.
11. Under the current arrangements, the quarterly and annual corporate performance reports are considered by the Cabinet first, then the Overview and Scrutiny Board and finally the various Overview and Scrutiny Sub-Committees. Depending on the meetings schedule in any given quarter, the whole cycle of reporting takes between four and seven months to complete. For Quarter 1 of this year, there is a seven-month time lag between the end of the quarter and the point at which most of the overview and scrutiny sub-committees had the opportunity to scrutinise the data (so performance during the April to June period will be scrutinised in January).
12. Going forward, from the new financial year onwards, it is proposed that the quarterly and annual Corporate Performance Reports will be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This would allow the Overview and Scrutiny Board to maintain oversight of the value the individual committees are adding in monitoring and influencing performance and would also allow the

Cabinet reports to reflect any actions or comments the overview and scrutiny committees may be making to improve performance in highlighted areas. Work would be undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet would still receive the reports within the same timescale as currently, but with the added benefit that the individual scrutiny committees would already have had the opportunity to scrutinise the data and commission relevant pieces of work in response. The time taken to complete the entire reporting cycle would therefore be shortened.

13. Since the Quarter 1 report was presented to the Cabinet, there has also been some discussion amongst Members regarding whether any additional Corporate Performance Indicators should be adopted which assess the Council's compliance with its various customer service standards (e.g. the proportion of road and pavement repairs completed within the target timescale). An intensive piece of work is currently underway across the Council to review and agree the service standards that are in place across Council services, in light of the increasing demand and resource pressures as well as other factors. The outcomes of this work will inform the corporate and service planning processes for next financial year, which will in turn form the basis of the agreed suite of Corporate Performance Indicators and targets going forward. As was the case for this financial year, the Council's Overview and Scrutiny Board will be consulted on the proposals before they are signed off by the Cabinet.

## **RECOMMENDATIONS**

That Cabinet:

1. **Review** the levels of performance set out in **Appendix 1** and the corrective action that is being taken, and **note** the content of the Demand Pressures Dashboard attached as **Appendix 2**.
2. **Note** and **approve** the proposed changes to the performance reporting arrangements from 2016/17.

## **REPORT DETAIL**

### **HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT**

1. The Council's performance on making Havering a clean borough has been positive, with **73%** (11 of 15) indicators performing within target tolerance.
2. **Highlights:**
  - The Council's contractor is continuing to perform well against the schedule, with 99.9% of refuse and recycling collections completed to schedule.



- The number of volunteers participating in community clean ups has already exceeded the full year target.
- The number of online report forms as a percentage of all Customer Relationship Management (CRM) reports was better than at the same point last year. New digital principles are being applied across the Council and, during 2015/16, services that are fully integrated with technology have been identified and will be moved to an "online only" approach to improve take-up further.

**3. Improvements required:**

- The number of fly tips is above target and higher than at the same time last year. There have been particularly significant increases in the number of fly tips reported on highways and in parks and open spaces. This is likely to be at least partly due to increased awareness amongst residents of how to report fly tips following recent promotion of new ways of contacting the Council. The Council is continuing to use covert Closed Circuit Television (CCTV) to attempt to identify offenders and will prosecute when we do. The Council has had a number of successful prosecutions which have been publicised in an effort to deter would be fly tippers.
- 58% of appeals have been allowed against refusal of planning permission, against a target of 33%. Performance is being monitored closely to identify any trends over a longer period so that measures can be taken to improve performance.

**PEOPLE WILL BE SAFE, IN THEIR HOMES AND IN THE COMMUNITY.**

1. The Council's performance on ensuring Havering is a safe borough has been very positive, with **61%** (22 of 36) indicators performing within target tolerance.

**2. Highlights:**

- 88.9% of carers currently request information and advice, against a target of 75%.
- The overall rate of delayed transfers of care from hospital is better than target, last quarter and the same point last year.
- So far this year, no Child Protection Plans have lasted more than 24 months.
- There were 833 burglaries reported during the first half of this year, against a target of 1,160. Havering has experienced the seventh biggest reduction in burglaries of the 32 London boroughs.
- The number of anti-social behaviour (ASB) incidents reported is also significantly better than target and at the same point last year.

**3. Improvements required:**

- The rate of permanent admissions to residential and nursing care homes for 18-64 year olds is currently worse than target however this target is particularly stretching as it only allows for 14 admissions per year. The Adult Social Care service is managing a number of complex cases where clients can no longer be supported in the community. Like the Council, the hospital and other health partners are also experiencing increasing demand, despite working proactively together to put in place a number of demand management initiatives (such as

the Joint Assessment and Discharge Team, Community Treatment Teams and Intensive Rehabilitation Service), all of which are running at or near capacity. The Adult Social Care service is aware of upcoming transitions and is monitoring clients in the community who may need moving to residential placements in the near future.

- 22% of children currently wait less than 14 months between entering care and moving in with their adopting family, compared with a target of 70%. However, it is important to note that the target has become harder to achieve for this year, as the Council's performance is now measured in terms of the proportion of children waiting less than 14 months, whereas the target for last year was 16 months. Children's Services continues to ensure that family group conferences are arranged at an early stage to try to speed up timeframes and a review of permanency tracking processes is underway. This indicator is also impacted by external factors that are sometimes out of the Council's control, most notably the courts.
- Violence with injury is currently higher than target and at the same point last year. This is largely due to changes in the way in which this offence is defined and counted, which are no longer consistent with the baseline year (2011/12). A programme of work has been developed to address this through the Violence against Women and Girls Strategy, Serious Youth Violence Strategy and targeted work within the night time economy in Romford Town Centre. Though the year end target is unlikely to be achieved, police operations such as Operation Omega are also expected to improve performance.
- Direct Payments (DPs) as a percentage of Self-Directed Support (SDS) is performing below target and lower than at the same point last year. However performance has improved slightly since the last quarter. A working group has been established to focus on increasing SDS performance and DP take up.
- Changes in circumstances of Housing Benefit / Council Tax Support claimants are currently processed in an average of 7 days compared with a target of 12 days.

## **OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING.**

1. The Council's performance on ensuring Havering's residents are proud to live in the borough has been very positive, with **81%** (22 of 27) indicators performing within target tolerance and **52%** (14 of 27) indicators showing an improvement on the previous quarter.
2. **Highlights:**
  - The collective retail and leisure vacancy rate for the seven town centres, at 4.65%, is better than target and below the UK's national vacancy rate.
  - 18 potential start-up businesses have accessed advice via the Business Start-Up Programme, against a Quarter 2 target of 8.
  - Apprenticeships remain on the increase as an attractive post-16 option amongst young people who want to secure employment rather than continue on with A Levels or university.
  - Only 2% of 16 – 18 year olds are not in education, employment or training (NEET). This is better than both the target and the East London average of 4%.
  - The call abandon rate, at 9%, is better than target, last quarter and the same time last year.

- 10 in-house foster carers were recruited during the first half of the financial year, against a target of 8. This is a significant improvement on the same time last year, when only one new carer had been approved.
- The percentage of corporate complaints escalated to Stage 2 is better than both target and the previous quarter.

**3. Improvements required:**

- The level of external funding secured through regeneration initiatives (£200,000 from the GLA 'High Streets' fund) is significantly lower than the Q2 target of £1,000,000. Further funding has been agreed but grant agreements have not yet been signed.
- The sickness absence rate per annum per employee remains above target at 10.1 days. The HR service continues to work with Heads of Services to maintain momentum and proactively manage sickness cases.

The full Corporate Performance Report is attached as **Appendix 1**.

**REASONS AND OPTIONS**

**Reasons for the decision:** To provide Cabinet Members with an update on the Council's performance for each of the strategic goals (Clean, Safe and Proud).

**Other options considered:** N/A

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

1. Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams (e.g. the Better Care Fund).
2. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

**Human Resources implications and risks:**

1. The oneSource Human Resources (HR) Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence and temporary additional HR resources have been agreed by the Corporate Management Team to support managers in this regard.

2. Resilience Training is being made available to managers and staff by the oneSource Health & Safety Service and all managers are in the process of completing the Management Development Programme to develop the relevant skills. All managers with responsibility for staff will have a specific objective relating to managing sickness absence effectively in their Personal Development Reviews (PDRs).

**Legal implications and risks:**

1. Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

**Equalities implications and risks:**

1. The following Corporate Performance Indicators RAG rated as 'Red' or 'Amber' could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:
  - Percentage of people using social care who receive self-directed support and those receiving direct payments
  - Direct payments as a percentage of self-directed support
  - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)
  - Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population
  - Reduce violence with injury
  - Repeat Domestic Violence cases going to the Multi-Agency Risk Assessment Conference (MARAC)
  - Percentage of looked after children (LAC) placed in LBH foster care
  - Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
  - Sickness absence rate per annum per employee
2. The commentary for each indicator provides further detail on steps that will be taken to improve performance and mitigate these potential inequalities.

<b>BACKGROUND PAPERS</b>
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The Corporate Plan 2015/16 is available on the website at  
<http://www.havering.gov.uk/Documents/Council-democracy-elections/Corporate-Plan-on-a-page-2015-16.pdf>

# Appendix 1: Quarter 2 2015/16 Corporate Performance Report

RAG Rating	Direction of Travel (DOT)			Description
Green	On or within the 'variable tolerance' of the quarter target	↑	<b>Short Term:</b> Performance is better than the previous quarter <b>Long Term:</b> Performance is better than at the same point last year	Corporate Plan Indicator Outturns reported cumulatively (C) Outturns reported as snapshot (S) Outturns reported as rolling year (R)
Amber	More than the 'variable tolerance' off the quarter target but where performance has improved or been maintained.	→	<b>Short Term:</b> Performance is the same as the previous quarter <b>Long Term:</b> Performance is the same as at the same point last year	
Red	More than the 'variable tolerance' off the quarter target and where performance is worsening	↓	<b>Short Term:</b> Performance is worse than the previous quarter <b>Long Term:</b> Performance is worse than at the same point last year	

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community													
Page 37	Number of fly-tipping incidents	Smaller is Better	3,000	1,606	±10%	1,883 RED	↓	804	↓	1,462	The number of fly tips is above target and are higher than at the same time last year. The main increase has been in reported fly tips on highways (an increase of 346 compared to last year) but there has also been a significant increase in the number of fly tips in parks and open spaces. These increases may be partly due to more reports by residents following the promotion of the new ways of contacting the Council.  <b>Corrective Action:</b> Whilst the majority of fly tips are still small size there has been a concerning rise in the number of large scale fly tips in and around the lanes in Upminster and Rainham. We are continuing to use covert closed circuit television (CCTV) to try to identify offenders and will prosecute when we do. We have secured a number of successful prosecutions and these have been publicised with the intention of deterring would be fly tippers. We will continue to work with colleagues in Communications to highlight the problem caused by the illegal dumping of waste and ask for the public's support in helping us to identify offenders.	Streetcare Reported to Department for Environment, Food & Rural Affairs (DEFRA)	Environment
	Residual household waste per household	Smaller is Better	664kg	171.77kg (Q1)	±10%	170.92kg (Q1) GREEN	↑	664kg (Q4 2014/15)	↓	168.94 (Q1)	The data for this indicator comes from the East London Waste Authority (ELWA) and is not available for about 6-8 weeks after period end. Data is currently available to June 2015. The amount of residual household waste being produced is better than target but slightly higher than the adjusted outturn reported at same period last year. The general trend in London is that residual waste is increasing by about 3% year on year. The general trend for Havering is that residual waste increases by around 0.15% per year. We have a number of initiatives that we are running to try to reduce waste. These include: the Borough-wide rewards and incentives scheme, our extensive Love Food Hate Waste workshops, introduced a compostable sack service, supporting residents to compost their garden waste. We also have on-going information provision to raise recycling awareness in the Borough. We are currently rolling out improvements to our recycling bring banks, which should help to increase participation and therefore tonnage of recycling collected through the network of banks.	Streetcare Local performance indicator	Environment

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(C)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36% (Q1)	±10%	34.3% (9,178 of 26,763) (Q1) GREEN	↑	32.4% (32,716 of 100,898) (Q4 2014/15)	↓	37.6% (10,352 of 27,520) (Q1)	The data for this indicator comes from the East London Waste Authority (ELWA) and is not available for at least 6-8 weeks after period end. We are below our performance for the same period last year, with 1,175 tonnes less recycle collected for the quarter. There are a number of reasons for this: 1. The BioMRF (waste treatment facility used by SHANKS) is still not providing recovered materials (normally around 200 tonnes per month). 2. Wood was 100 tonnes lower. However, it is being stored at the RRC as Shanks couldn't find an outlet for a short period of time. So this should be recovered in subsequent quarters. 3. Green waste taken to Gerpins Lane was 350 tonnes lower than the same period last year. However, RRC waste in general was down compared to last year, including 500 tonnes less residual waste being collected. Green bin waste remained stable. 4. Orange bag tonnage was 100 tonnes lower than the same period last year. Other ELWA boroughs have also experienced a decrease in recycle collected at the kerbside.	Streetcare <i>Local performance indicator</i>	Environment
(C)	Number of missed waste collections per 100,000	Smaller is Better	100	100	±10%	101.6 GREEN	↓	99.6	–	NEW	We experienced an increase in May to July, following a change in management at Serco. This is now starting to reduce again and we are seeing continued improvements.	Streetcare <i>Local performance indicator</i>	Environment
(C)	Percentage completion against Street Cleansing schedule	Bigger is Better	82%	82%	±10%	88% (42,788,156 of 48,407,360) GREEN	↓	89% (21,612,756 of 24,380,937)	–	NEW	Performance for Quarter 2 is above target. New mechanical precinct sweepers are on order and these will replace older units which are subject to more frequent breakdowns. This should help to maintain or improve performance. Although additional resources will be brought in to combat autumn leaf fall it is likely that there will be some disruption to schedules during the next quarter.	Streetcare <i>Local performance indicator</i>	Environment
(C)	Percentage of refuse and recycling collections completed against schedule	Bigger is Better	93%	93%	±10%	99.9% GREEN	→	99.9%	–	NEW	Performance looks good for this indicator as Serco is continuing to provide collections on schedule, according to the parameters of this indicator.	Streetcare <i>Local performance indicator</i>	Environment
CLEAN: <b>Leading our influence</b>													
Page 38 (C)	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included)	Bigger is Better	62%	62%	±10%	35% (7 of 20) AMBER	↑	25% (2 of 8)	↓	93% (14 of 15)	For Quarter 2, out of a total of 13 applications, 7 had Extension of Time (EoT) Agreements and all 7 (100%) were decided within the agreed time frame. This would give a revised percentage of 95% if EoT applications were treated as in time for the purposes of this PI. <b>Corrective action</b> Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when application received, neighbour notification, officer visit / report & committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT.	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
(C)	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	65%	65%	±10%	60% (134 of 224) GREEN	↑	56% (73 of 130)	↓	69% (129 of 188)	For Quarter 2 (cumulative), out of a total of 224 applications, 59 had Extension of Time Agreements, 58 of which were decided within the agreed time frame. This would give a revised percentage of 85.71% if EoT applications were treated as in time for the purposes of this performance indicator. Various activities are improving performance against this PI, such as promotion of pre-application advice offer, quick turn-round of the validation process when application received, neighbour notification, officer visit / report & committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT.	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
(C)	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	80%	80%	±10%	86% (759 of 886) GREEN	↓	87% (384 of 441)	↓	88% (685 of 777)	For Quarter 2 (cumulative), out of a total of 886 applications, 81 had Extension of Time (EoT) Agreements, 78 of which were decided within the agreed time frame. This would give a revised percentage of 94.47% if EoT applications were treated as in time for the purposes of this PI.	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
(C)	Percentage of major planning applications processed within 13 weeks at end of each quarter over two year period	Bigger is Better	50%	50%	±10%	55.3% (52 of 49) GREEN	↓	58% (47 of 81)	–	NEW	For the rolling period end Q2 2013/14 to end Q2 2015/16, out of a total of 94 applications, 29 had Extension of Time Agreements, of which 28 were decided within the agree time frame. This would give a revised percentage of 85.11% if EoT applications were treated in time for the purposes of this PI.	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(C)	No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period	Smaller is Better	19%	19%	±5%	3.6% GREEN	↓	0%	–	NEW	Based on 56 major planning decisions in the two year period, of which two were subject to appeals being allowed within nine months of the end of the relevant two year period. This is a new PI so there isn't any comparable data for last year.	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
(C)	Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period	Bigger is Better	60%	60%	±10%	55.11% (458 of 831) GREEN	↑	51% (432 of 847)	–	NEW	For the rolling period end Quarter 2 2013/14 to end Quarter 2 2015/16, out of a total of 831 applications, 125 had Extension of Time Agreements, of which 122 were decided within the agree time frame. This would give a revised percentage of 69.80% if EoT applications were treated in time for the purposes of this performance indicator. Various activities are improving performance against this indicator, such as promotion of pre-application advice offer, quick turn-round of validation process when application received, neighbour notification, officer visit / report & committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT.	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
	Number of volunteers participating in community clean ups	Bigger is Better	90	45	±10%	110 GREEN	↑	40	–	NEW	The performance for this indicator during this quarter (70) is better than last quarter (40) and brings this year to date performance above the annual target (90). It cannot be compared to last year as this is a new indicator.	Policy and Performance <i>Local performance indicator</i>	Towns & Communities

#### CLEAN: Leading by example

Page 39	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	33%	33%	±10%	58% (19 of 33) RED	↓	56% (10 of 18)	↓	24% (10 of 42)	Appeals allowed against refusal of planning permission (58%) is higher than target, (33%) last quarter (56%) and the same period last year (24%). <b>Corrective action</b> Performance will be monitored closely to identify any trends over a longer period (two quarters figure are not necessarily indicative of a pattern) and suggest measures to improve the figure over the longer term (appeal decisions can relate to planning decisions made some time ago).	<b>Regulatory Services</b> <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	<b>Towns &amp; Communities</b>
	Number of online report forms as a percentage of all Customer Relationship Management (CRM) reports	Bigger is Better	40%	40%	±5%	21.7% (6,434 of 29,702) AMBER	↓	22.3% (3,281 of 14,734)	↑	15.2% (4,495 of 29,579)	Performance in Quarter 2 was worse than in Quarter 1 but an improvement on the comparable period for 2014/15. For 2015/16, services that are fully integrated with technology have been identified and we will be implementing an online only approach which is expected to increase services accessed online.	<b>Customer Services</b> <i>Local Performance Indicator</i>	<b>Environment</b>

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 21 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
SAFE: Supporting our community													
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	10	5	±10%	6.8 (10 of 147,134) RED	↓	2.7 (4 of 147,134)	↓	3.4	The rate of permanent admissions for individuals aged between 18-64 years is currently worse than target; however, this performance indicator is particularly stretching as it only allows for 14 admissions for the year. It is unlikely that this target will be met by year end as performance would need to remain almost static until December to be on target. Increasingly services are managing a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	598.1	301.1	±10%	291.8 (133 of 45582) GREEN	↓	142.6 (65 of 45,582)	↓	265.5	Performance in this area is positive and above target at Quarter 2. As ever, there is continued pressure for placements in the Borough and work is continuing to ensure that admissions are timely and appropriate. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 84 years.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
	Total non-elective admissions into hospital (general & acute), all-age per 100,000 population	Smaller is Better	No annual target. Targets set for each quarter	2263	±0%	2734 (6747 of 246731) (Q1) RED	↓	2,730 (6,735 of 246,731) (Q4 2014/15 time lag)	–	NEW	Due to different frequencies of reports to the NHS, it was agreed that they would standardise their reporting arrangements for A&E, Referral to Treatment (RTT), cancer, diagnostics, ambulances, 111 and delayed transfers of care so that all the data is published on one day each month. This means that there is a time lag on when their data is presented in house. Performance is worse than target and that of the previous quarter (Q4 2014/15). <b>Corrective Action:</b> Colleagues in the Clinical Commissioning Group (CCG) and Barking, Havering and Redbridge University Hospital Trust (BHRUT) are continuing to look into the reasons for the underperformance so that this can be addressed.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(c)	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family	Bigger is Better	70%	70%	±10%	22% (2 of 9) RED	↓	29%	↓	50%	Of the 6 children that have had their adoption orders granted this period and the 3 currently placed with their adoptive families awaiting orders, 2 (22%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is significantly below both our target and last years figure, although it is worthy of noting that last year this measure referred to 16 months rather than 14. <b>Corrective Action:</b> The service continues to ensure that Family Group Conferences are arranged at an early stage in order to speed up timescales. This indicator is also impacted by a external factors, most particularly the courts. A review of permanency tracking processes is underway.	Children's Services Reported to Department for Education (DfE)	Children & Learning
Page 40	Reduce violence with injury	Smaller is Better	1,158	579	±0%	852 RED	↓	424	↓	824	Havering currently has an increase of 3.4% rising from 824 to 852 this financial year to date, compared with the same period last year. This is due to changes in the way in which violence with injury is defined and counted, which means that the current methods of recording and classifying violence are not consistent with that used in the baseline year (2011/12). <b>Corrective Action:</b> Though the year end target is unlikely to be achieved, a programme of work has been developed to address violence with injury through the Violence Against Women and Girls (VAWG) Strategy, the Serious Youth Violence Strategy and targeted work within the night time economy in Romford town centre. Police operations such as Operation Omega are expected to improve co-ordination across boroughs, and therefore performance.	Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
	Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21	Bigger is Better	80%	80%	±10%	47.8% (33 of 69) RED	↓	53%	↑	40.4%	The proportion of young people (19-21) leaving care in education, employment or training (47.8%) is significantly below target (80%) and lower than the previous quarter (53%). Of the 36 care leavers not in education employment or training (NEET), 2 are due to illness of disability and 9 are due to pregnancy or parenting. It is important to note that, for the purposes of reporting against this indicator, if the local authority is not in touch with a care leaver, they are presumed not to be in education, employment or training; 7 of the 69 care leavers fall into this category. This is a new corporate indicator for 2015/16. <b>Corrective Action:</b> Remaining in touch with care leavers is critical to strong performance against this indicator. Regular reporting has recently been put into place to assist the service with performance around this measure and improvements have been seen in the last month. We will work with children in care to raise aspirations and encourage more young people to access higher education.	Children's Services Reported to Department for Education (DfE)	Children & Learning
	Percentage of looked after children (LAC) placed in LBH foster care	Bigger is Better	40%	40%	±5%	31% RED	↓	32%	–	NEW	The proportion of looked after children (LAC) in LBH foster care (31%) is below target (40%). However, the balance between Independent Fostering Agencies (29%) and in-house provision has improved. This is a new corporate indicator for 2015/16, so a Direction of Travel (DoT) cannot be provided for 2014/15. <b>Corrective Action:</b> This indicator is linked to the number of new in-house foster carers, which is on track to meet target. This in turn will assist with performance for LAC placed in LBH foster care. There is a new panel in place to review young people placed in residential settings, with a view to transfer young people to in-house carers where appropriate.	Children's Services Local performance indicator	Children & Learning



Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(C)	Repeat Domestic Violence cases going to the MARAC	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	29.7% (19 out of 64) RED	↓	27.8% (15 out of 54)	–	NEW	There is a target to increase the number of cases referred to the Multi-Agency Risk Assessment Conference (MARAC). This forms part of a funding bid to the Mayor's Office for Policing and Crime(MOPAC), with funding being dependant on successfully meeting the targets. There is currently no target for repeat referrals to MARAC, although we work on the basis that smaller is better. The national average is 24.5%. Reports of Domestic Violence continue to increase nationally and with more than 1,000 additional reports received in Havering during 2014/15, we expect to see an increase in referrals. The target for MARAC referrals for 2015/16 is 216 (we have currently had 118 referrals this year) and for 2016/17 is 232.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
(C)	Number of physical library visits	Bigger is Better	1,602,271	850,460	±10%	795,820 GREEN	↑	385,563	↓	899,149	There has been a reduction in events and activities in libraries compared with the same period last year, in preparation for the implementation of the new service delivery model. There has therefore been a reduction in the number of physical visits. However, the number of virtual visitors is significantly above target – 705,977 against a target of 214,925.	Culture & Leisure <i>Reported to the Chartered Institute of Public Finance &amp; Accountancy</i>	Towns & Communities
(C)	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	6.5%	6.5%	±10%	5.4% (26 of 481) RED	↓	7.3% (35 of 480)	↓	7.9% (38 of 483)	This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently below target in this area however the target is expected to be met by year end. Mental Health Services are committed to the recovery model and work closely with service users to support them to fulfil their potential in accessing employment opportunities.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63%	29%	±10%	29.2% (147 of 503) GREEN	↑	11% (56 of 498)	↓	30% (138 of 459)	Performance in this area is just above target in Quarter 2 and focused work is ongoing within the Community Learning Disabilities Team (CLDT) to ensure that performance is continues to improve by Quarter 3 and the target is met by year end.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
Page 41 of 50	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	±10%	86.7% (417 of 481) GREEN	↓	88% (421 of 480)	↓	91% (439 of 483)	This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently slightly below target and has reduced further since Quarter 1. NELFT continues to work to remove the barriers to Mental Health service users accessing and remaining in settled accommodation, and coming out of residential settlements back into the community	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
	Percentage of people who return to Adult Social Care 91 days after completing reablement	Smaller is Better	5%	5%	±10%	4.9% (17 of 346) GREEN	↓	4.2% (7 of 168)	↓	3.5% (12 of 339)	This indicator monitors the success of reablement and measures the percentage of service users who return after a successful reablement phase. The current outturn is close to target therefore it is possible that this indicator will be below target by Quarter 3. <b>Corrective Action:</b> The majority of referrals into reablement are from hospital. As always discharge into reablement services will continue to be monitored to ensure appropriateness.	Adult Social Care <i>Local performance indicator</i>	Individuals
(S)	Carers who request information and advice	Bigger is Better	75%	75%	±10%	88.9% (144 of 162) GREEN	→	89% (144 of 162)	–	NEW	This data is taken from the bi-annual statutory survey. This indicator is monitored annually as part of the Better Care Fund submissions.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
	Patient/service user experience (managing long term conditions)	Bigger is Better	34%	34%	±10%	33.1% (Jul 15) (578 of 1748) GREEN	↑	32.1% (547 of 1,703)	–	NEW	Performance in this area is consistent. Data is taken from GP patient survey and will be monitored as part of the Better Care Fund submissions.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals or Health
(C)	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	6	6	±10%	2.7 (5.2 of 192716) GREEN	↑	2.9 (5.5 of 192,716)	↑	4.1	The overall rate of delayed transfers of care from hospital is better than target and is better than both last quarter and the same period last year. Performance in this area is robustly monitored following the creation of the Joint Assessment and Discharge Team. Adult Social Care will continue to work with Health colleagues to maintain positive performance in this area and to improve discharge processes in the Borough	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals or Health
(C)	Rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	389.1	355.6 (Q1)	±10%	360.57 (698 of 193582) (Q1) GREEN	↓	252.4 (233 of 193,582) (Q4 2014/15)	–	NEW	Due to different frequencies of reports to the NHS, it was agreed that they would standardise their reporting arrangements for A&E, Referral to Treatment (RTT), cancer, diagnostics, ambulances, 111 and delayed transfers of care so that all the data is published on one day each month. This means that there is a time lag on when their data is presented in house. Performance is positive in this area and is expected to remain so throughout the year. This indicator is monitored through the Better Care Fund submission.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	1.0	±10%	0.4 (0.8 of 192,716) GREEN	↑	0.5 (1 of 192,716)	↑	0.6	Performance in this area is within target and is better than at the same point last year. Adult Social Care continues to focus efforts with the Joint Assessment and Discharge (JAD) team to ensure timely discharges take place for all clients with social care needs.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(S)	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	70%	±10%	72.3% (34 of 47) GREEN	↓	75.5% (40 of 53)	↓	80.8% (42 of 52)	At the 30th September 2015, 72.3% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years. Although this is below our quarter 1 outturn and quarter 2 of 2014/15 we are exceeding our 2015/16 target of 70%. We should also still be performing in line with, if not exceeding the England average and our statistical neighbours' performance in relation to this indicator.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
(C)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	5%	5%	±10%	0% (0 of 127) GREEN	→	0% (0 of 54)	↑	4.1%	Child protection plans lasting more than 24 months continues to perform better than our 2015/16 target and the performance of Q2 2014/15.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
(C)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,150	5,150	±10%	4975 GREEN	↑	4,852	↑	4,604	The Quarter 2 outturn, though slightly below target, highlights the continuing improvement during 2015/16 in the number of clients using telecare and careline services. Performance during the current quarter is at the highest level of performance since the reporting of this PI began. The current performance shows that this indicator is on target for the rest of the year, along with the Telecare service continuing close workings with Adult Social Care in order to maximise the efficiencies to care budgets and the innovative use of emerging technologies.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of burglaries reported	Smaller is Better	2,320	1,160	±0%	833 GREEN	↓	411	↑	852	There have been 833 offences during this financial year to date, against a target of 1,160. For the financial year to date offending is down marginally by -2.2%. Burglary is currently exceeding the target to reduce offending by 20% by March 2016. There has been a reduction of -32%. This is the 7th best reduction of the 32 London boroughs.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
Page 42	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,377	3,190	±0%	2677 GREEN	↓	1,209	↑	2,861	The number of ASB incidents has been significantly better than target so far this financial year. Overall complaints received via 999 / 101 are 513 less than the target. This financial year to date there has been a reduction of -6.4% when compared with the previous year (from 2,861 down to 2,677). The downward trend continues to be driven by a reduction in the number of persons calling 3 or more times. It is important to note that some of the reduction may have been off set to other services (for example, police call handlers signposting some complaints of ASB, such as noise, fly-tipping and vehicle nuisance, to council services.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
	Reduce Robbery	Smaller is Better	399	200	±0%	177 GREEN	↓	86	↓	107	During the financial year to date Robbery has increased by 65.4% (from 107 to 177) compared with the same period in the previous year. Whilst we remain on target for the Mayor's Office for Policing and Crime (MOPAC) 20% reduction, the current trajectory is of concern. The Serious Group Violence Panel and Youth Offending Service are managing the offenders identified, through excluding non-Havering resident offenders from the Borough using Criminal Behaviours Orders. Whilst the rise is of concern, it should be noted that Havering has one of the lowest volumes of robbery within Greater London and is performing in line with most outer London boroughs.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
	Percentage of new patients attending sexual health services accepting offer of HIV test	Bigger is Better	85%	85%	±5%	84.5% (Estimated) GREEN	↓	86.7%	—	NEW	The Council's contract with the provider of the sexual health service ceased on 30th September 2015. As a result of this the Council will not receive performance data until a new contract has been agreed. It is anticipated the procurement of the new contract will take up to 6 months and therefore performance data will not be made available for the remainder of this annual reporting period. The Council is in receipt of actual data covering 5 months (April to August), thereby only able to offer an estimate for the second quarterly period (July to September).	Public Health <i>Local performance indicator</i>	Health
(C)	Number of schools achieving stated level of healthy schools award	Bigger is Better	65 Registered 25 Bronze 8 Silver 2 Gold	55 Registered 17 Bronze 4 Silver 1 Gold	Under performance on more than 1 level of achievement	58 Registered 24 Bronze 3 Silver 0 Gold AMBER	↑	56 Registered 23 Bronze 3 Silver 0 Gold	↑	37 Registered 6 Bronze 0 Silver 0 Gold	The number of schools awarded Silver and Gold is one below the target for Quarter 2. In both cases, applications have been submitted to the Healthy Schools London team and are currently awaiting approval.	Public Health <i>Registered with Healthy Schools London</i>	Health
(S)	Percentage of women smoking at Time of Delivery	Smaller is Better	10%	10%	±1%	10.9% (Q1 2015/16 time lag) RED	↓	9.8% (Q4 2014/15 time lag)	↓	9.6% (Q1 2014/15)	Due to the Health and Social Care Information Centre (HSCIC) publishing its data 3 months after the period to which it relates, there is a time lag of one quarter. We are currently in the process of implementing the jointly funded BabyClear programme between Havering and Barking and Dagenham Councils, and it is anticipated that when this provision is in place this may have an impact on the data around smoking status at point of delivery. This is due to the use of CO2 monitors rather than relying on mothers to self-report.	Public Health <i>Reported to Department for Health (DH) (PHOF)</i>	Health

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
	Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs	Bigger is Better	80%	80%	±5%	Q2 2015/16 NOT AVAILABLE	–	Q1 2015/16 NOT AVAILABLE	–	NEW	Data is not currently available for this indicator. A pilot is due to start within the Early Help Service to monitor this information through a View Point survey with figures expected for quarter 3. As part of a review of business processes, we will introduce a tool to measure impact.	Children's Services <i>Local performance indicator</i>	Children & Learning
SAFE: Using our influence													
(C)	Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and Health per 100,000 population	Smaller is Better	2.8	2.8	±10%	0.5 (1 of 192,716) GREEN	➡	0.5 (1 of 192,716)	⬆	1.6	Performance in this area is well within target and significantly better than at the same point last year with the number of instances of a delayed transfer of care reducing greatly. Adult Social Care continues to use its influence to ensure timely discharges take place for all clients with a social care need.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
	Percentage of referrals to Children's Social Care progressing to assessment	Bigger is Better	90%	90%	±10%	83% GREEN	⬇	89%	⬇	90%	The proportion of referrals progressing to assessment (83%) is within target tolerance but lower than the same period last year (90%). In September, the percentage dropped to 69%, its lowest level since January 2014. Between April 2014 and June 2015 levels had remained consistently above 92% but over the past 4 months numbers have dropped. <b>Corrective Action:</b> This is linked to regular meetings taking place between the MASH and Assessment Team ensuring that thresholds are being considered. This has resulted in the Early Help service experiencing increased activity. A review of 'front-door' processes will take place in Q3 to ensure the threshold for referral is appropriate.	Children's Service <i>Local performance indicator</i>	Children & Learning
Page 43	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20% (equates to 13,343)	10%	±10%	8.2% (5,474 of 66,713) RED	⬆	4.7% (3,165 of 66,713)	⬇	10.4% (7,016 of 67,265)	Performance (8.2%) is below target (10.0%) and worse than at the same point in the previous year (10.4%). To date, 5,474 people have received an invite offer to undertake an NHS Health Check; 1,542 fewer than in 2014/15. <b>Corrective Action:</b> Underperformance is as a result of a combination of factors: • Staff Resourcing: In order for the service to achieve its in year MTFS savings and grant cuts it was necessary to remove its GP supporting staff resource capacity of 0.6 FTE. • Reporting System Change: From April 2015 Public Health has introduced a new method of performance management against delivery to improve efficiency. • Incentives: It is widely recognised that local authorities can improve performance through increasing incentives to GPs. LBH's incentive offer is based upon providing value for money to the council whilst maintaining a fair return to GPs for their services.	Public Health <i>Local performance indicator (The statutory return to the DH uses less accurate population data)</i>	Health
SAFE: Leading by example													
(S)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	82%	82%	±10%	67.8% (1,368 of 2,018) AMBER	⬆	67.1% (1,363 of 2,031)	⬇	73% (1,522 of 2,078)	Self-Directed Support (SDS) and personalisation continues to be at the heart of the service offer within Adult Social Care (ASC). ASC is currently below target for this indicator and performance is worse than at the same point last year but slightly better than last quarter. The service will be reviewing a number of non SDS cases to establish if there are any specific or different reasons for the current low take up. It is anticipated that this project will lead to an increase in clients receiving services under SDS and that target will be met by year end.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(S)	Direct payments as a percentage of self-directed support	Bigger is Better	45%	45%	±10%	36.6% (738 of 2,018) AMBER	⬆	36.2% (735 of 2,031)	➡	37% (779 of 2,078)	Direct Payments (DPs) are one component of the Self Directed Support (SDS) offer. Adult Social Care is currently below target for this indicator and is worse than at the same point last year. However, the performance has improved slightly since the last Quarter. A working group has been set up to focus on increasing SDS performance, and also to consider increasing DP take up by service users, where possible. However, in line with the national picture, ASC continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service has in this area	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(c)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	5%	5%	±10%	5.1% (12 of 235) GREEN	⬆	5.6% (7 of 124)	⬇	0.0%	By the end of quarter 2, 235 children had become the subject of a new Child Protection (CP) Plan, 12 of these children for the second time within two years. This has pushed us just slightly over target although marginally better than our performance at quarter 1. At this point last year there were no children in this position with 110 new CP Plans having been started. The current position still compares favourably with the most recently available national data for this performance indicator (2013/14) with our statistical neighbours at 13% and England at 15.8%. <b>Corrective Action:</b> With the increases that have been seen in our child protection plan figures (235 commencements in the first half of 2015/16 vs 110 during the first half of 2014/15), the likelihood of this measure worsening increases. Any cases that fall within this measure are audited by the senior management team to ensure both that the decision to cease the original CP Plan was correct and that the commencement of the subsequent plan is appropriate. Further work is taking place looking at the increase in CP plans generally, including futher scrutiny of cases sent for Initial Child Protection Conference (ICPC).	Children's Services <i>Local performance indicator</i>	Children & Learning
(c)	Speed of processing new Housing Benefit / Council Tax Support claims	Smaller is Better	20 days	20 days	±10%	22 days GREEN	➡	22 days	⬇	18 days	An increase in new claims has delayed the expected improvement in performance. In quarter 3, resources can be diverted from other well-performing areas to bring the new claims processing times back on target.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	
Page 3	Speed of processing changes in circumstances of Housing Benefit / Council Tax Support claimants	Smaller is Better	12 days	12 days	±10%	7 days GREEN	➡	7 days	⬆	13 days	Performance on change in circumstance assessment is good. While the performance is on track, in quarter 3, resources will be diverted new claims processing to bring the new claims target on track.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	

Ref	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 21 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments		Service	O&S Sub-Committee	
PROUD: Supporting our community													
(C)	Net external funding secured through regeneration initiatives	Bigger is Better	£2,000,000	£1,000,000	±10%	£200,000 RED	➡	£200,000	⬇	£1,410,100	Queries have been raised with the Greater London Authority (GLA) regarding the capital / revenue split which are still outstanding. A decision to change one of the projects is still pending, therefore stalling the process further. <b>Corrective Action:</b> The New Homes Bonus funding of £1.4m was confirmed in Quarter 3 2014/2015 however the grant agreement was not sent until Quarter 1 2015/2016. Further funding has been agreed but grant agreements have not been signed. £114,000 ESF via London Councils, £259,950 Veolia North Thames Trust, it is envisaged that the grant agreement will be signed in late October (Quarter 3)	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	500	250	±10%	167 AMBER	⬆	82	⬇	401	The target has been changed this year to provide a higher standard of business interaction, rather than just attendance at events. We have had one member of staff off on long term sick, and the Evlutive reporting tool is still being developed. <b>Corrective Action:</b> A permanent member of staff, who is focusing on increasing our business support has been bought in. The Evlutive reporting tool is anticipated to be fit-for-purpose by the end of Quarter 3.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres	Smaller is Better	9.7% (national rate minus 2%)	9.7% (national rate minus 2%)	±10%	4.65% GREEN	⬆	5.87% (June 2015)	–	NEW	Havering's vacancy rate (4.65%) is better than target and the UK national vacancy rate (11.7%). This is a new corporate indicator for 2015/16, so a Long Term Direction of Travel cannot be provided.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	±10%	92% (6,386 of 6,964) GREEN	⬇	93% (6,703 out of 7,223)	⬆	80% (11,315 of 14,220)	Unfortunately performance has fallen back very slightly despite the introduction of the "Do it in a Day" project and a greater emphasis on planned maintenance activities, but is still better than target. A series of discussions have been held with the contractor and a series of corrective actions have been instigated.	Housing <i>Local performance indicator</i>	Towns & Communities

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(C)	Percentage of homes currently decent	Bigger is Better	96.08% (9,342)	96.08% (9,342)	±10%	97.2% (9,365 properties classed as decent) GREEN	↓	97.3% (9,694 properties classed as decent)	-	Methodology Changed	The slight dip in the total number of decent homes is due to a recent stock condition survey being carried out and the new stock condition data being uploaded into Keystone, which provides a more accurate assessment of our current stock condition. The decent homes programme is on target for 2015/16.	Housing <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
(C)	Estate inspections achieving target score	Bigger is Better	95%	95%	±10%	96.8% (11,533 elements of high standard / 11,977 total elements) GREEN	↓	96.9% (10,769 elements of high standard / 11,124 total elements)	-	NEW	Processes have been put in place in order that those elements which fail a high standard do not have an effect on the yearly performance by Estate Services reviewing all the low scoring areas and blocks of concern at monthly performance meetings. These areas are discussed with the staff with concerns and actions put in place to improve the level of service which is monitored.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Average void to re-let times	Smaller is Better	22 days	22 days	±10%	17 days (125 lets) GREEN	↓	16 days (226 lets)	↑	30 days (286 lets)	In Quarter 2 2015/16, the average void to re-let time for the quarter was 17.08 days, which represents a significant improvement on the same quarter last year where the average was 29.6 days.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of potential start-up businesses accessing advice via the Business Start-up Programme	Bigger is Better	25	8	±10%	18 GREEN	↑	0	-	NEW	The original Business Start-Up contract expired at the end of March 2015. A programme of Business Advice is included within the New Homes Bonus Funding Programme, however delays with the finalisation of the grant agreement have held up the process. An interim contract has been agreed with a local provider until November 2015 and data will be collected from Quarter 3 2015/2016.	Economic Development <i>Local performance indicator</i>	Towns & Communities
PROUD: Using our influence													
(C)	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	660 AY 2014/15	514	±10%	560 (Aug14 - Apr15) GREEN	↑	450 (Aug14 – Jan15)	↑	530 (Aug13 - Apr14)	Apprenticeships remain on the increase as a post-16 option amongst learners. A recent Raising the Participation event saw an increase in demand for information about the local Apprenticeship offer and the offer of higher level apprenticeships.	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
Page 45 (5)	Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80%	80%	±10%	80% GREEN	↓	81%	↑	73%	The percentage of Early Years providers judged Good or Outstanding by Ofsted is on target, higher than the same period last year but slightly below our performance last quarter	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)	Smaller is Better	4%	4%	±10%	2% GREEN	↑	4%	↑	2.7%	The percentage of 16-19 year olds who are NEET is better than target, our performance for last quarter and the same period last year. Havering is performing better than that East London average of 4.0%. This has been achieved by continuing to track young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
	Percentage of schools judged to be Good or Outstanding	Bigger is Better	76%	76%	±10%	71% GREEN	↓	73%	-	NEW	Although the performance is worse than last quarter (73%) and worse than the target (76%) it is within tolerance of the quarter target.	Learning & Achievement	Children & Learning
(C)	Number of affordable homes delivered (gross)	Bigger is Better	300	300	±10%	189 AMBER	→	189	↓	276	The affordable homes team continues to monitor Register Providers (RPs) completions and ensure RPs are aware of potential development opportunities in the Borough through our enabling work. Recent announcements in respect of starter homes and Section 106 units are likely to significantly impact negatively on the target in 2016/17. <b>Corrective Action:</b> RPs are currently not reporting any additional completions in Quarter 2. Whilst a low number would be anticipated a zero outcome has been entered. The affordable homes team will engage more vigorously with RPs to ensure data flow is improved.	Housing <i>Local performance indicator</i>	Towns & Communities
PROUD: Leading by example													
(C)	Call abandon rates	Smaller is Better	10%	10%	±5%	9% (19,999 of 222,236) GREEN	↑	12.5% (14,450 of 115,791)	↑	10.1% 21,201 of 210,416)	Despite channel shift initiatives, telephone continues to be the most preferred method of contact by customers. Demand has increased compared to the same period last year, however performance has improved and is within target. Services that are fully integrated with technology have been identified and we will be implementing an 'online only' approach in the coming months to reduce call demand.	Customer Services <i>Local performance indicator</i>	
(R)	Sickness absence rate per annum per employee (days)	Smaller is Better	8.5 days	8.5 days	±10%	10.1 days AMBER	→	10.1 days	→	10.1 days	Performance this quarter (10.1 days) is worse than target and the same as reported last quarter and the same period last year. <b>Corrective Action:</b> HR continues to work with Heads of Service to maintain momentum and proactively manage sickness cases.	Corporate Health <i>Local performance indicator</i>	

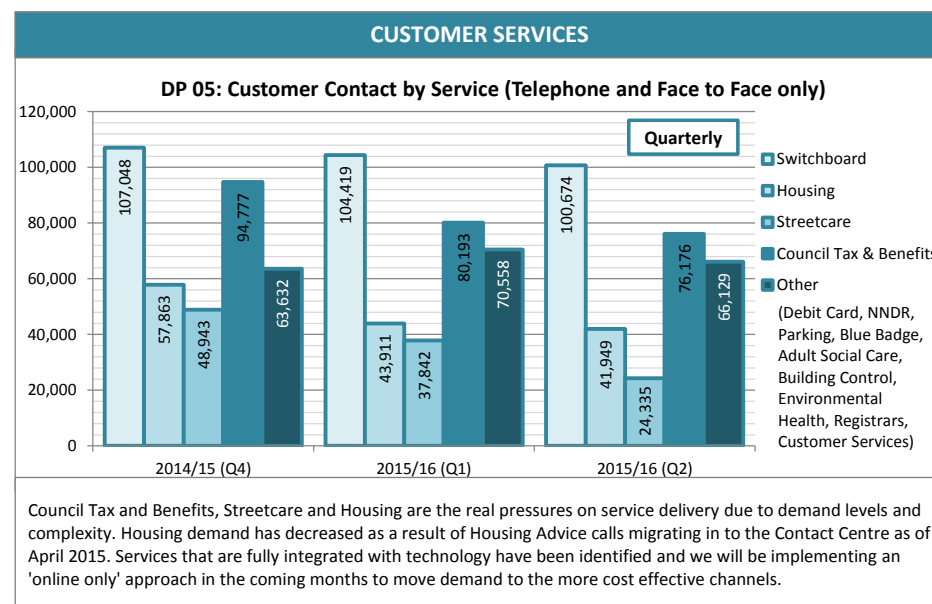
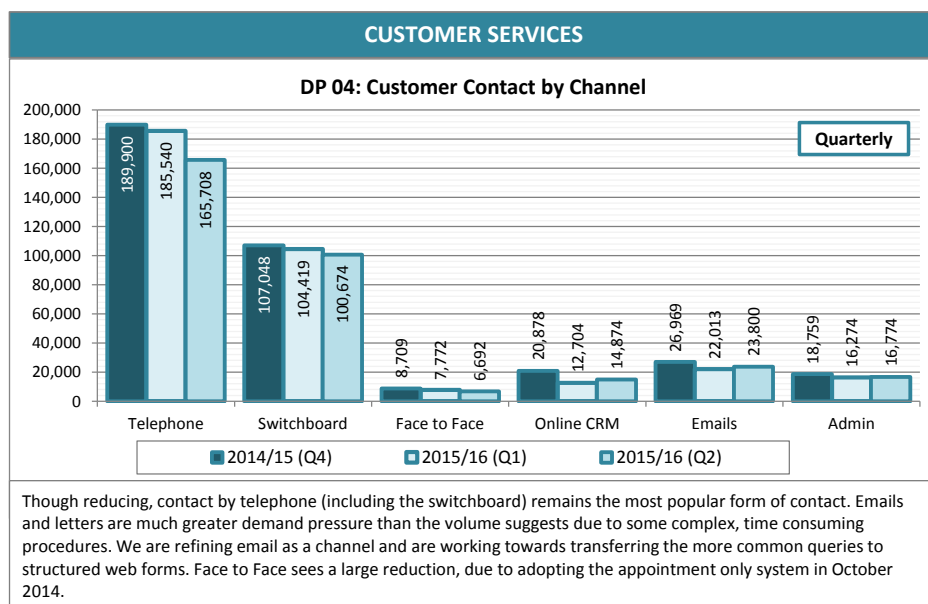
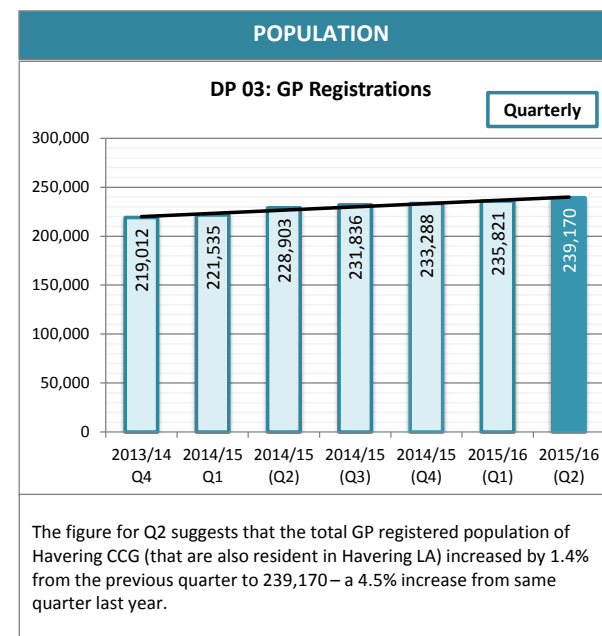
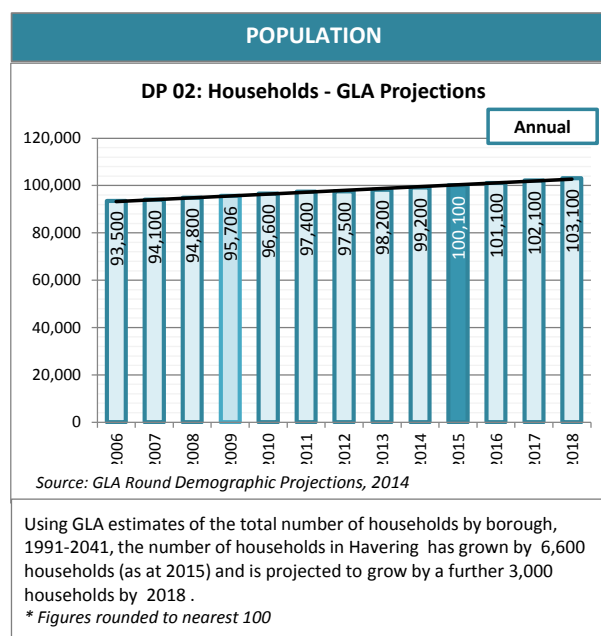
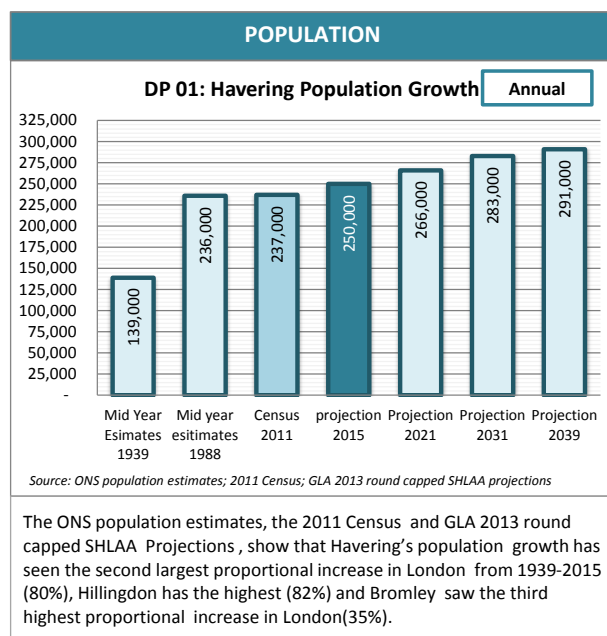
Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(C)	Percentage of Corporate Complaints completed within 15 days	Bigger is Better	95%	95%	±10%	88% GREEN	↑	83%	–	(completed within 10 days)	The percentage of corporate complaints completed within 15 working days is below target (88%) but within target tolerance and better than last quarter (83%). We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15).	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Member/MP Enquiries completed within 15 days	Bigger is Better	95%	95%	±10%	89% GREEN	↑	86%	–	(completed within 10 days)	The percentage of Member / MP Enquiries responded to within 15 working days is below target (89%) but within target tolerance and better than last quarter (86%). We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15).	Corporate Health <i>Local performance indicator</i>	
(C)	Parking income against budget	Bigger is Better	£4,764,420	£2,400,200	±10%	£2,256,835 GREEN	↑	£1,143,473	↑	£1,761,920	Direct debit salary payments from the Town Hall staff parking scheme were previously running from quarter 2 where we collected in excess of £50K however has now changed to quarter 1 this year meaning that when comparing like for like quarter 2 is showing a dramatic decrease in revenue. Overall the cumulative revenue as at period 6 2015/16 has significantly increased when compared to the previous year by £495k.	Streetcare <i>Local performance indicator</i>	Environment
(S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	96%	48%	±10%	59.5% (£1,025,276.10 of £1,724,018.90) GREEN	↑	36.2% (£623,814.20 of £1,724,018.9)	↑	20.1% (£106,765.17 of £531,513)	Quarter 2 performance (59.5%) is better than the target (48%). The annual arrears figure is an estimate and will be confirmed within the Quarter 3 report. Home Ownership continually reviews current ways of working to ensure the income recovery process remains robust and effective, taking into account any changes which may occur in legislation that may have a financial impact on the organisation.	Housing <i>Local performance indicator</i>	Towns & Communities
(S)	Percentage of rent arrears against rent debit	Smaller is Better	2.4%	2.4%	±10%	2.4% (£1,389,753.50 of £58,486,212.96) GREEN	→	2.4% (£1,394,370.84 of £59,191,176.00)	→	2.4% (£1,294,541.18 of £53,968,536.48)	Strong performance against this indicator is a direct result of good working practices, that have enabled the Income Recovery team to continuously improve its rent collection rate and surpass the target for reducing arrears. The Income team acknowledges that there is always room for improvement and continues to look for new ways of working in order that the collection rate increases and arrears reduce.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of new in-house foster carers	Bigger is Better	15	8	±10%	10 GREEN	↑	5	↑	1	So far this year there have been 10 new households registered. We continue to be on target for 15 new carers by the end of the year. This is also an improvement on this point last year when there had been only 1 new carer approved.	Children's Services <i>Local performance indicator</i>	Children & Learning
(C)	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	±10%	2.5% GREEN	↑	4%		NEW	The percentage of Corporate Complaints escalated to stage 2 (at 2.5%) is better than target and better than quarter 1 performance (4%). We seen a dramatic decrease in the number of Stage 2 complaints raised.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	95%	±10%	96% (50,879 of 52,946) GREEN	→	96% (25,637 of 26,591)	→	96% (50,077 of 52,422)	The proportion of suppliers paid within 30 days (96%) is better than target (95%) and equivalent to the same period last quarter and last year (96%).	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Customers Satisfied With the Contact Centre	Bigger is Better	85%	85%	±10%	89% (10,477 of 10,974) GREEN	→	89% (5,034 of 5,278)	↓	90% (10,567 of 11,725)	Performance is the same as last quarter (89%), but slightly below the performance as at the same time last year, although we recieved 751 less responses than the same time last year.	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of automated transactions	Bigger is Better	35%	35%	±5%	32% (142,334 of 440,814) AMBER	↓	34% (73,726 of 219,575)	↑	28% (99,352 of 351,746)	This is a new performance indicator for 2015/16, however data is available for 2014/15 therefore this has been included for comparison. Targeted marketing of online services is underway for 2015/16 to increase automated transactions and reduce demand for other more costly channels (telephone and face to face).	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of Council Tax collected	Bigger is Better	97%	58%	±5%	58.40% (£75.9m) GREEN	↑	31.0%	↑	58% (£72.4m)	Performance is on track to achieve target. However, the tax base continues to grow therefore additional resources (recruitment of staff and review of processes) is underway to maintain and improve upon target.	Exchequer & Transactional Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)		Long Term DOT against 2014/15 (Q2)		Comments	Service	O&S Sub-Committee
(C)	Percentage of National Non-Domestic Rates (NNDR) collected	Bigger is Better	98%	59%	±5%	59.51% GREEN	↑	32.84%	↑	57.64%	NNDR collected (59.51%) is over target (59%) and slightly higher than the same period last year (57.64%). This is due to Queen's Hospital paying in monthly instalments (rather than in full at the beginning of the year).	Exchequer & Transactional Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	

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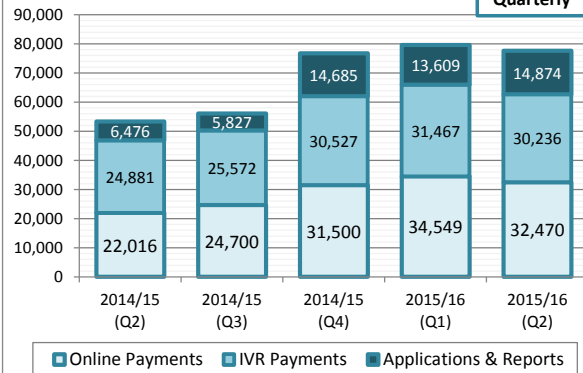
## Appendix 2: Quarter 2 2015/16 Demand Pressure Dashboard



## CUSTOMER SERVICES

DP 06: Online Transactions

Quarterly

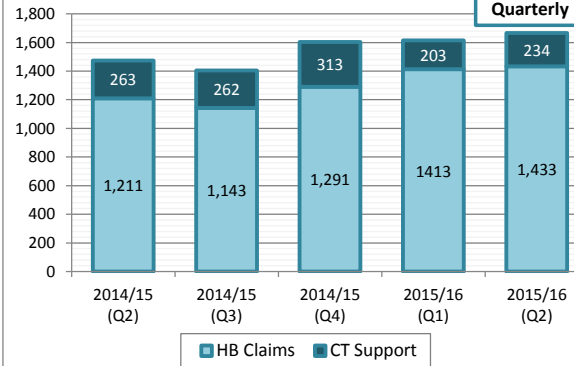


Online and Interactive Voice Response (IVR) payments have risen 47% and 22% respectively since the same period last year (Q2 2014/15). There has been a slight decline since Q1 2015/16 but still shows a promising trend compared to last year.

## HOUSING BENEFIT

DP 07: New Housing Benefit/Council Tax Claims

Quarterly

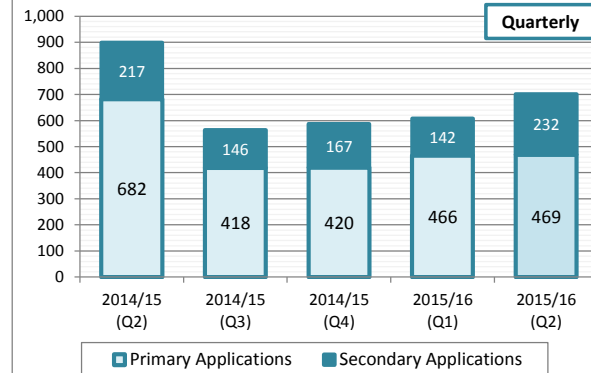


HB and CT Support claims have increased by 193 (1,667) since the same period last year (1,474 Q2 2014/15). However, whilst more claims have been made, they do not all result in entitlement to benefit.

## SCHOOL APPLICATIONS

DP 08: School Applications

Quarterly

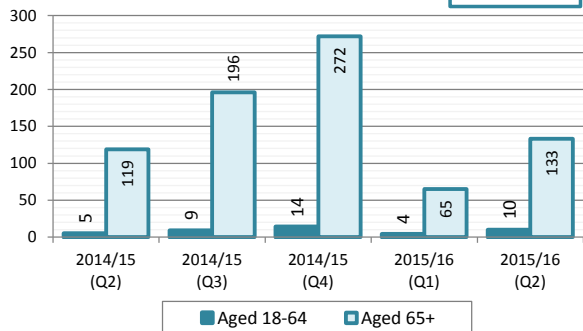


School applications have reduced by 198 applications since the same period last year (Q2 2014/15). The majority of these have come from Primary School applications.

## ADULT SOCIAL CARE

DP 09: Permanent admissions to residential and nursing care homes

Cumulative

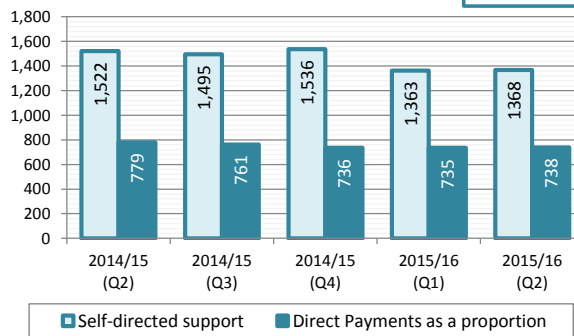


Demand for residents aged 18-64 has doubled (10) compared with the same period last year (5), and is 12% higher for residents aged 65+ (119 Q2 2014/15 to 133 Q2 2015/16).

## ADULT SOCIAL CARE

DP 10: Self Directed Support and Direct Payments as a Proportion

Snapshot

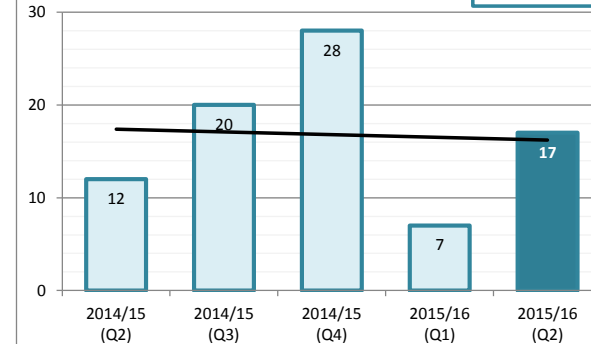


Self-directed support has decreased by 10% since Q2 2014/15 (from 1,522 to 1,368). Direct payments have fallen slightly (by 5%) from 779 to 738 since Q2 2014/15.

## ADULT SOCIAL CARE

DP 11: Residents Requiring Ongoing Service After Reablement

Cumulative

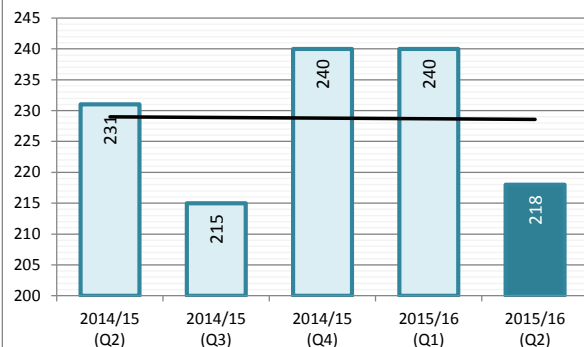


This is a local indicator and is reported cumulatively. Demand has increased from 12 to 17 when compared to Q2 last year. The increase in demand from Q1 to Q2 2015/16 (10) is more than the demand from Q1 to Q2 2014/15 (9 (From 3 in Q1 to 12 in Q2)).

## CHILDREN'S SERVICES

DP 12: Number of Looked After Children (LAC)

Snapshot

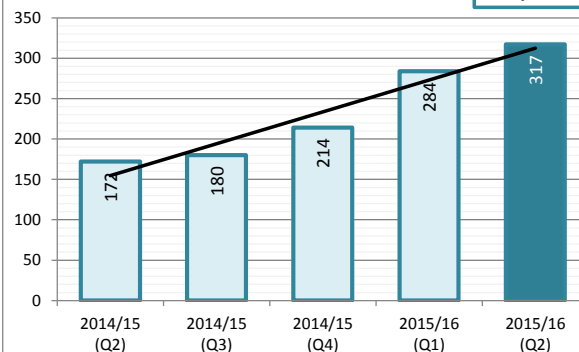


Although the number of looked after children had risen to 240, we have returned to a similar number as at Q3 2014/15, which is a reduction of 13 when compared to the same period last year.

## CHILDREN'S SERVICES

DP 13: Number of Child Protection (CP) Plans

Snapshot

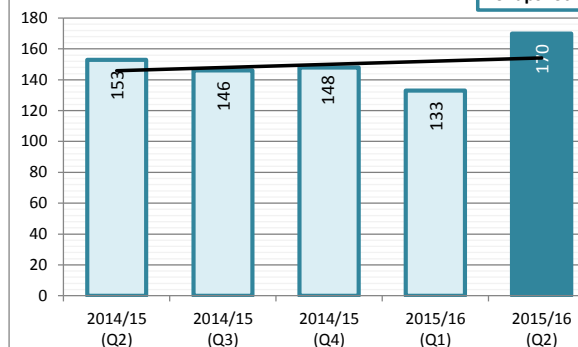


The number of CP cases (317) has continued to increase. There is an increase of 33 CP Plans since last quarter and an increase of 145 since the same period last year (Q2 2014/15).

## CHILDREN'S SERVICES

DP 14: Number of Children in Need (CIN) Plans

Snapshot

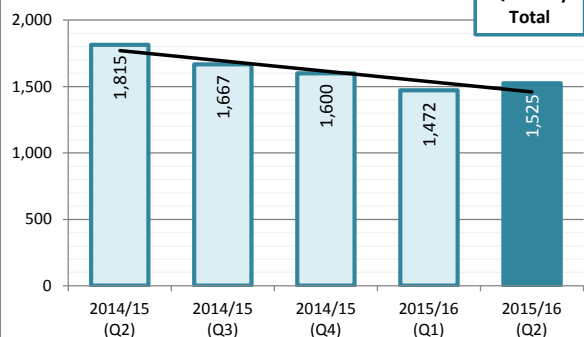


The number of CIN plans started to reduce, however we have seen an increase of 37 on the previous quarter and an overall increase of 17 on the same period last year (Q2 2014/15).

## CHILDREN'S SERVICES

DP 15: Number of Contacts received in Triage / MASH

Quarterly Total

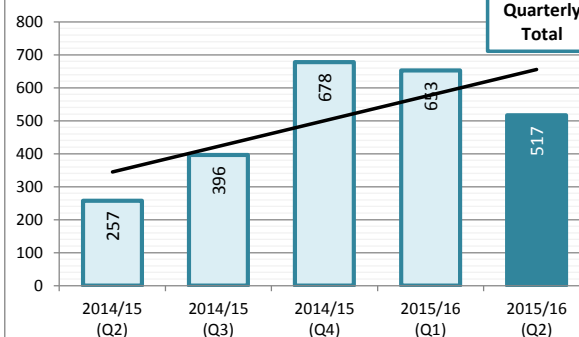


There were 1,525 contacts received in Triage / MASH in Q2 2015/16; an increase of 53 on the previous quarter. This is an overall decrease of 290 on the same period last year (Q2 2014/15).

## CHILDREN'S SERVICES

DP 16: Number of contacts becoming referrals to Children's Social Care

Quarterly Total

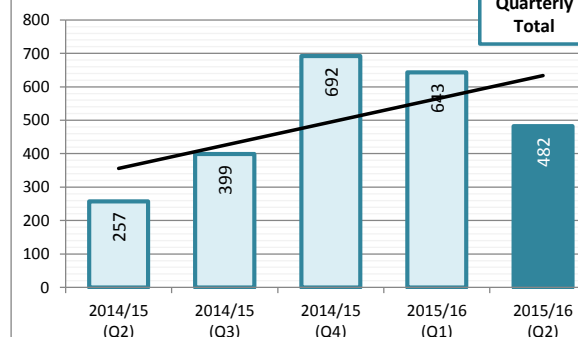


There were 517 contacts becoming referrals to Children's Social Care in Q2 2015/16; a decrease of 136 on the previous quarter. However, this is an overall increase of 260 on the same period last year (Q2 2014/15).

## CHILDREN'S SERVICES

DP 17: Number of referrals becoming assessments

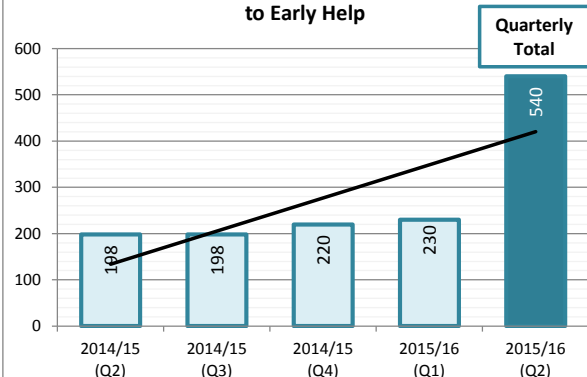
Quarterly Total



There were 482 referrals becoming assessments in Q2 2015/16; a decrease of 161 on the previous quarter. However, this is an overall increase of 225 on the same period last year (Q2 2014/15).

## CHILDREN'S SERVICES

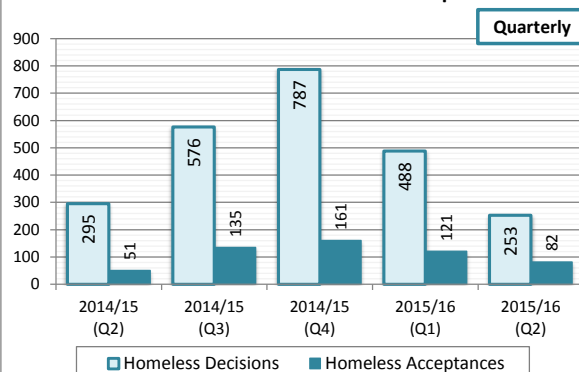
DP 18: Number of contacts referred to Early Help



There were 540 contacts referred to Early Help in Q2 2015/16; 310 more than the previous quarter and 342 more than the same period last year. The projection of EH Contacts for this year is more than double that of last year (2,236 vs 964) indicating that the Multi-Agency Safeguarding Hub (MASH) is referring more cases to the service.

## HOMELESSNESS

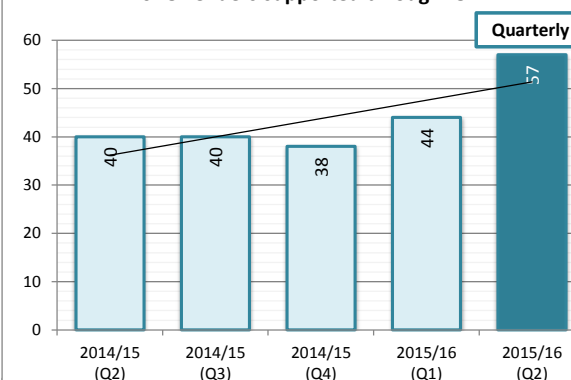
DP 19: Homeless Decisions and Acceptances



The performance at Quarter 2 2015/16 is 14% lower than the number of homeless decision made when compared to the same quarter in the previous year. However, the number of acceptances has increased by 61% over the same time period because residents are finding it increasingly difficult to access the private sector rental market.

## COMMUNITY SAFETY

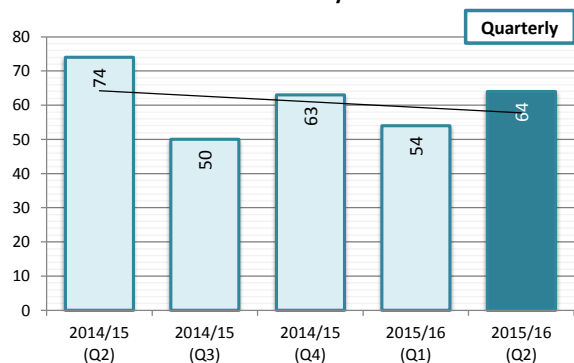
DP 20: Offenders supported through IOM



The number of offenders supported through Integrated Offender Management has increased by 17 to 57 from the same period last year (40 in Q2 2014/15). This was expected due to the move to a pan London model of Integrated Offender Management based on the risk of re-offending.

## COMMUNITY SAFETY

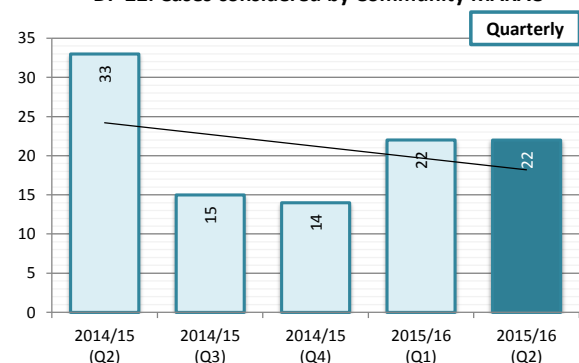
DP 21: Cases considered by DV MARAC



The number of cases considered by the Domestic Violence (DV) MARAC has fluctuated over the course of a year, and was 74 in Q2 2014/15, which has reduced by 10 in Q2 2015/16. There has been an increase in DV across London and cases are identified early through the MASH resulting in more referrals to the MARAC.

## COMMUNITY SAFETY

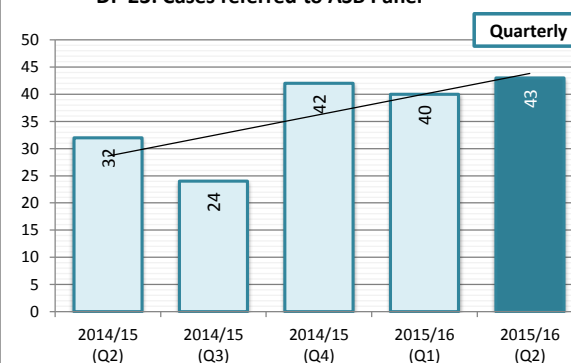
DP 22: Cases considered by Community MARAC



The number of cases considered by the Community MARAC fell from an initial 33 in Q2 2014/15 to 22 in Q1 2015/16, and remained the same in Q2. The MARAC was launched in Q2 2014/15 and received a high number of referrals initially. The co-location of key staff in the adult MASH has meant that more cases are resolved without referral to the MARAC.

## COMMUNITY SAFETY

DP 23: Cases referred to ASB Panel



The number of cases referred to the Anti-Social Behaviour Panel has risen from 32 in Q2 2014/15 to 43 in Q2 2015/16. The new ASB powers mean that there are improved remedies for addressing ASB. The police and other agencies are increasingly looking to use these civil powers as enforcement to tackle neighbourhood issues.

## CABINET

4 NOVEMBER 2015

**Subject Heading:**

**The Council's Financial Strategy**

**Cabinet Member:**

**Cllr Roger Ramsey**

**CMT Lead:**

**Andrew Blake-Herbert**

Deputy Chief Executive Communities & Resources

**Report Author and contact details:**

Mike Board

Corporate Finance & Strategy Manager

01708 432217

[mike.board@onesource.co.uk](mailto:mike.board@onesource.co.uk)

**Policy context:**

The Council is required to approve an annual budget and to establish a financial strategy and this report forms the latest phase of that process.

**Financial summary:**

This report sets out the strategy for savings and income generation proposals designed to bridge the gap in the Council's medium term financial strategy

**Is this a Key Decision?**

No

**Is this a Strategic Decision?**

No

**When should this matter be reviewed?**

January 2016

**Reviewing OSC:**

Value

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

Havering will be clean and its environment will be cared for [x]

People will be safe, in their homes and in the community [x]

Residents will be proud to live in Havering [x]

## SUMMARY

Cabinet received a report on 9<sup>th</sup> September 2015 setting out the potential funding gap in the Councils financial strategy over the next three years.

This report now sets out a range of savings options and income generation proposals with the intention of bridging the gap in the financial strategy. If agreed, these proposals will be integrated within the financial model as part of the Council Tax setting report to be considered by Cabinet in January 2016 and for approval by Council in February 2016.

The outcome of the local government financial settlement (LGFS) for 2016/17 will not be known until early in 2016 and this report acknowledges the risks associated with the development of the financial strategy in the absence of any great certainty over the level of future funding.

All proposals will be subject to consultation, before any final decisions are made.

## RECOMMENDATIONS

That Cabinet:

1. **Note** the latest projection of budget gap and the assumptions upon which these have been based, and the risks associated with them.
2. **Note** the latest projection of the draft Medium Term Financial Strategy(MTFS), covering the period from 2016/17 to 2018/19, as set out in this report.
3. **Note** that a range of corporate strategies will be impacted by the budget strategy and these will need to be updated and approved accordingly.
4. **Agree** the final list of income generation and savings proposals as set out in Appendix A for engagement with the local community, stakeholders, other interested groups, staff and unions.
5. **Agree** to receive a further report in January 2016 which considers the impact of the Local Government Financial Settlement on the MTFS and the implications for Council Tax setting.
6. **Note** the advice of the Section 151 Officer in setting a robust budget.
7. **Approve** the demand management strategy as set out in Appendix B.
8. **Approve** that the freehold interest in the sites identified in this report be declared surplus and authorisation be given for their disposal (subject to obtaining any necessary planning permissions and other consents as appropriate) and that the Head of Property, oneSource in consultation with the

Director of Legal & Governance, oneSource be authorised to deal with all processes and matters arising and thereafter to complete the disposal.

**REPORT DETAIL**

**1. UPDATING THE FINANCIAL STRATEGY**

- 1.1 Cabinet are advised of a potential gap of £16.3m in the Council's financial strategy for the three year period ending in 2018/19.
- 1.2 This report also considers the impact of budget pressures arising in 2015/16 and their implications for setting the revised three year strategy.
- 1.3 A range of additional savings and income generation proposals totalling £24.1m (including new savings proposals of £14.9m) have been developed and are considered further at para 4 below.

**2. REVIEW OF 2015-16**

- 2.1 In establishing the starting point for the 2016-17 budget it is necessary to review the latest budget monitoring position for 2015-16 to determine whether the Council is on track to deliver its out-turn in line with budget.
- 2.2 The amended 2015/16 forecast outturn as reported for period 5 is set out in the table below.

Directorate	Revised Budget	Forecast Outturn	Forecast Outturn Variance	Previous Forecast Outturn Variance	Change in Outturn Variance
	£'000	£'000	£'000	£'000	£'000
<b>Communities &amp; Resources</b>	62,781	61,881	(900)	(760)	(140)
<b>Public Health</b>	(1,650)	(1,650)	0	0	0
<b>Childrens, Adults &amp; Housing</b>	97,589	103,146	5,557	8,539	(2,982)
<b>oneSource Non-Shared</b>	245	30	(215)	(198)	(17)
<b>Sub total</b>	<b>158,965</b>	<b>163,407</b>	<b>4,442</b>	<b>7,581</b>	<b>(3,139)</b>
<b>Contingency</b>	2,000	2,000	0	0	0
<b>Revenue Total</b>	<b>160,965</b>	<b>165,407</b>	<b>4,442</b>	<b>7,581</b>	<b>(3,139)</b>
<b>Dedicated Schools Budget</b>	0	0	0	0	0
<b>oneSource shared</b>	<b>4,768</b>	<b>4,768</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>165,733</b>	<b>170,175</b>	<b>4,442</b>	<b>7,581</b>	<b>(3,139)</b>

- 2.3 The reduction in the main budget variance since the period 3 report reflects the allocation of £3m from the centrally held demographic growth provision into Children's and Adults services. Further steps are being taken to alleviate the remaining pressures in the current year.
- 2.4 As was reported to Cabinet in September the potential overspend could be covered from central budget provisions including the corporate contingency. However, CMT and the service have agreed a number of actions to be put in

place that will help bring down the overspend and minimise the call on contingency. The position will continue to be reviewed as part of the budget development process and the updated position will be reported to Cabinet in January 2016. Whilst appreciating the heightened level of risk, CMT still expect the 2015-16 out-turn to be delivered in line with budget.

- 2.5 These budgetary pressures are indicative of the increasing but unpredictable level of demand on services faced by the Council. Whilst these pressures are likely to be contained within the 2015-16 budget the draft three year financial strategy needs to take account of whether any of these pressures have an on-going impact on the future years of the budget strategy. Two adjustments are to be made, firstly an additional £1m to meet the on-going costs of the 15/16 pressure, and secondly a change to the assumptions for the demographic growth provision in 16/17, raising it to £2m, in line with the assumptions for 17/18 and 18/19.

### **3. PROSPECTS FOR THE LOCAL GOVERNMENT FINANCIAL SETTLEMENT**

- 3.1 The Government is expected to announce the draft Local Government Financial Settlement in late December 2015 at which point the MTFS model will be updated to reflect the latest financial position. The impact of the settlement on the financial strategy will be reported to Cabinet in January 2016 and will also be reflected in the final budget report to Council in February 2016.

- 3.2 The Chancellor George Osborne recently announced major proposals affecting Local Government funding. These are summarised as follows.

- By 2020 councils will retain 100% of local taxes, including the £26bn from business rates.
- The uniform business rate will be abolished.
- The core grant from Westminster will be phased out.
- Directly-elected mayors will be able to add a premium to business rates for spending on infrastructure - probably set at 2p on the rate.
- The new powers will involve new responsibilities for councils.
- The reforms will be fiscally neutral.

- 3.3 As with all changes of this nature, the devil is in the detail. At this stage it is difficult to predict how these proposals will affect Havering. Whilst it is unlikely to impact upon the 2016/17 financial settlement it will almost certainly impact upon our MTFS forecast. We await further detailed information to determine the impact including answers to the following questions:

- What grants other than RSG are to be phased out?
- How and by whom will the level of Business Rates be set and to what extent will income be retained locally?
- What new powers and responsibilities will fall to local Councils and at what cost?
- Will any new burdens be fully funded?



- The current system applies a system of tariffs and top-ups to redistribute Business Rates nationally. How will this be amended or replaced under the proposed regime?

#### **4. THEMED BUDGET STRATEGY**

- 4.1 In February 2015 Cabinet approved a new four year financial strategy for the period ending 2018/19. The financial model underpinning the strategy identified an overall gap of £45m over four years. The strategy adopted by Cabinet balanced the budget for 2015-16 and 2016-17 leaving a gap of £5.8m in the final two years.
- 4.2 In September 2015 Cabinet received a further report on the financial strategy. They were advised that the gap had grown by approximately £10m to £16m in the light of the latest projections of cuts in central government funding and of the impact of demographic growth on service budgets. Following some further analysis and cost re-profiling, including the adjustment for the pressures referred to in Paragraph 2.5, the overall gap is now forecast to be £16.3 million.
- 4.3 The table below sets out the revised model and incorporates the draft savings and income generation proposals to be considered at 4.4 below. The model also incorporates the impact of proposals which were agreed as part of the budget and council tax setting report for 2015-16 but have further implications for 2017/18 and 2018/19.

	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>Total</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Total pressures	17.1	14.6	12.4	12.7	56.8
Savings already approved	(17.1)	(13.2)	-	-	(30.3)
Savings c/f from 2015-16	-	-	(5.6)	(4.6)	(10.2)
Shortfall	0.0	1.4	6.8	8.1	16.3
New Savings proposals	0.0	(2.1)	(6.6)	(5.2)	(13.9)
Budget Gap	0.0	(0.7)	0.2	2.9	2.4

	<b>Total</b>
	<b>£000's</b>
<b>Savings to be approved</b>	
Savings carried forward from 2015/16 strategy	(10.2)
New savings proposals	(13.9)
Total Savings for 2016/17 to 2018/19	(24.1)

- 4.4 To summarise, the Council identified £56.8m of pressures over the four year cycle. Savings totalling £30.3m were approved as part of the 2015-16 budget strategy. Further savings totalling £24.1m are proposed which balance the strategy for the first three years and leave a gap of £2.4m by 2018/19.
- 4.5 The savings and income generation proposals at para 4.3 totalling £24.1m are set out in more detail at **Appendices A (i)-(vi)**. On the assumption that all of the proposals are accepted, there is a remaining gap of £2.4m in the

three year strategy. The gap will be considered further when the final budget report is considered in the new year. Whilst it is expected that the 2016/17 budget can be set in accordance with statutory requirements a further range of savings may yet be required to deliver balanced budgets over the full MTFS cycle.

- 4.6 A number of schemes were approved in 2015/16 which have savings implications totalling £10.2m in 2017/18 and 2018/19 (see para 4.3 above). The templates produced for 2015/16 for these proposals are included at appendix (a) and are included under each of the savings themes below. However, there are five corporate savings options for which templates were not provided. These are listed below.

Saving Details:	Theme	Value of Saving and Year(s):			Total
		16/17 £000s	17/18 £000s	18/19 £000s	£000s
Interest linked to Council Housing Co. <sup>1</sup>	Efficiency		(300)		(300)
oneSource <sup>1</sup>	Efficiency		(252)	(338)	(590)
Adjustment to Internal Recharges (HRA) <sup>1</sup>	Efficiency		(25)	(25)	(50)
Council Tax Base Increase <sup>1</sup>	Income		(480)	(480)	(960)
2% CT rise each year <sup>1</sup>	Income		(1,915)	(1,915)	(3,830)

- 4.7 A range of proposals have been developed by Officers, in consultation with Members with a view to bridging the funding gap. These are contained under the following themes and a number of examples are used under each heading to put some of the savings into context:

- Managing Demand - by focusing on those most in need
- Public Realm
- Innovation
- Efficiency
- Income Generation
- Service Reduction / Other

#### 4.8 **MANAGING DEMAND**

- 4.8.1 By implementing schemes and practices that give our residents the tools and ability to stay independent for longer, this not only better for their health and wellbeing, but it also affects Council spend. Adult social care remains one of the main areas that requires the most funding, and enabling our residents to live independently for longer will reduce the adult social care spend.
- 4.8.2 The Council recently opened Great Charter Close, a residential development for adults with learning disabilities or autism, the first of its kind in the borough. The development is made up of four self-contained bungalows and four flats. The premise is to allow adults with additional needs to live as independently as possible, with appropriate support.

- 4.8.3 Previously, some residents had to be placed out-of-borough, so living at Great Charter Close is not only helping them to live happier, more independent lives, they are also closer to their families in the borough.
- 4.8.4 Encouraging channel shift, so residents deal with the Council on line, electronically, this enables us to provide them with a 24/7 service so they can access the council when it suits them.
- 4.8.5 On average, an online service is 20 times cheaper than a phone transaction, 30 times cheaper than by post and 50 times cheaper than face to face meetings. That's why we are taking steps to encourage residents to contact us online. From applying for a blue badge or a parking permit, renewing a garden waste service through to reporting a missed bin or paying council tax, we're making it digital. Using electronic web-based forms instead of more costly email or telephone contact is already delivering big savings, and greater focus on this very important area will continue to do so.
- 4.8.6 We will continue to provide services for those who cannot contract with us in this way.
- 4.8.7 The following options are included in this theme. (Note 1: In each instance these schemes were approved as part of the 2015-16 strategy but have on-going revenue savings implications).

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
Corporate & Customer Transformation	Customer Services Channel Shift <sup>1</sup>		(250)		(250)
Culture & Leisure	SLM Contract Renegotiation <sup>1</sup>		(300)		(300)
Housing	Private Sector Leasing <sup>1</sup>		(125)	(125)	(250)
Adults	Learning Disability Commissioning <sup>1</sup>		(1,000)	(1,000)	(2,000)
Children's Services	Children Centres <sup>1</sup>		(300)		(300)
<b>Sub Total</b>			<b>(1,975)</b>	<b>(1,125)</b>	<b>(3,100)</b>

## **4.9 PUBLIC REALM IMPROVEMENTS**

- 4.9.1 Reducing waste and recycling and reusing more. We currently pay more than £13 million pounds a year to dispose of waste, with the cost going up each year. Although we now recycle more than a third of waste produced in the borough, we need to do more.
- 4.9.2 We are focussing our efforts on encouraging residents to reduce, reuse and recycle more, which will have significant benefits for the environment and reduce the amount of money we have to spend on disposing of waste.
- 4.9.3 We promote this heavily through a variety of community events and initiatives, such as the popular London Green Points Havering scheme, and events such as Love Food Hate Waste workshops, give and take days and recycling road shows. We already promote this heavily through a variety of community events and initiatives, such as the popular London Green Points Havering scheme, and events such as Love Food Hate Waste workshops, give and take days and recycling road shows.

- 4.9.4 We are still committed to weekly rubbish collections but we need to reduce the amount of waste that's collected. As part of this budget, we want to encourage residents to limit the amount of general waste they leave for collection to three black bags per household each week, and there will be no restrictions on the amount of recycling waste that people can leave for us. This is expected to save the Council £1m over two years.
- 4.9.5 If we are not successful a fortnightly general waste collection service will be considered.
- 4.9.6 Introducing mobile technology in the form of an 'in-cab' system in our vehicles will deliver a more efficient, intelligence-led service that targets resources in the most effective way.
- 4.9.6 The system provides an interface between the Council's customer services system, CRM, and the vehicles. This will allow staff to record fly-tipping incidents in real time, reducing paperwork and producing more accurate data on the work we do. Better intelligence will allow officers to proactively allocate enforcement surveillance efforts, allowing us to bring more offenders to justice.
- 4.9.7 The past year has seen nearly 3,000 cases of rubbish being dumped on Havering's roads and open spaces, which amounts to almost eight fly-tips a day. These incidents have cost the taxpayer almost £137,000 to date, without including the cost of unreported fly-tips.
- 4.9.8 Arming magistrates with more and better intelligence is hoped to result in tougher penalties for perpetrators as well as act as a deterrent to would-be fly-tippers.
- 4.9.9 In addition, being able to record details from vehicles aids refuse collection staff to be the eyes and ears of the Council, with the ability to report incidents of concern, such as drug or alcohol misuse from associated litter, thereby alerting relevant service areas, such as Public Health.
- 4.9.10 The following savings are proposed for this theme.

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
Streetcare	Public Realm Transformation Review		(500)		(500)
Streetcare	Introduction of further Controlled Parking Zones		(250)	(250)	(500)
Streetcare	Waste Minimisation (3 black sacks plus recycling)		(500)	(500)	(1,000)
<b>Sub Total</b>			<b>(1,250)</b>	<b>(750)</b>	<b>(2,000)</b>

#### **4.10 INNOVATION**

- 4.10.1 We are looking at making a significant investment in renewable energy by creating wind turbines and solar parks. This would allow the Council to sell energy back to the National Grid generating an income to help protect public services.

- 4.10.2 A project like this would generate a considerable long-term return for the Council. It would reduce energy costs for residents, provide a local energy supply and deliver enormous environmental benefits compared to traditional energy generators.
- 4.10.3 The rate of return on both is significant, and although the initial outlay is high, the cost of continuing as we are now would be far greater for future generations.
- 4.10.4 In May 2015, Cabinet Members signed off proposals to allow the Council to build new properties in the borough through a housing company.
- 4.10.5 The arms lengths firm will be owned by the Council but will create properties for market rent and some for sale, which will be aimed at those struggling to get on the housing ladder.
- 4.10.6 It is planned that the new homes will bring in extra revenue to the Council, protecting valuable front line services. This is going to be a real opportunity for us to deliver well located and well managed private rented or for sale local homes for local people. The company will be 100 per cent owned by the Council so we'll be able to make sure that any profits go towards looking after our borough and not to private investors.
- 4.10.7 The attached template identifies the Keswick Avenue Car park site and the former Nalگو office at North Street for transfer to the Housing Development Company. Cabinet are asked to approve disposal.
- 4.10.8 In addition, we are committed to providing more social housing and recently announced plans to build 1,000 new homes in the borough within 10 years. These will be for local people who have lived in Havering for five years, and for members of the armed forces. The homes will be funded from the housing revenue account, and will increase the number of council houses built to around 544 over the next three years.
- 4.10.9 The following savings are proposed under this theme. (Note 1: Interest linked to the Council Housing co was approved in 2015-16 but has implications in 2017/18)

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
Corporate	Interest linked to Council Housing Co. <sup>1</sup>		(300)		(300)
Corporate	Housing Development Co.- interest payments			(2,000)	(2,000)
Policy & Performance	Solar Park and Wind Farm Income Generation		(1,500)		(1,500)
<b>Sub Total</b>			<b>(1,800)</b>	<b>(2,000)</b>	<b>(3,800)</b>

## **4.11 EFFICIENCY**

- 4.11.1 Maintaining our green spaces is an expensive business, however at the moment all of our green waste is taken from the parks and open spaces and moved through the East London Waste Authority (ELWA) waste contract.

- 4.11.2 We have now acquired a machine that will take the waste and turns it into bedding material for use back in the parks. This saves costs within the waste contract as well as reducing fuel cost of transporting the green waste across the borough.
- 4.11.3 Through shared services, oneSource working with Newham Council, has been able to share a number of back-office services, such as finance, procurement, legal, and IT. This has allowed us to remove bureaucracy and share staff and resources, streamlining the services and saving millions of pounds. We are continuing to look at other areas within the council that could benefit from similar ways of working.
- 4.11.4 The following savings are proposed under this theme. (Note 1: schemes were approved in 2015-16 but have on going savings implications)

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
oneSource	oneSource <sup>1</sup>		(252)	(338)	(590)
oneSource	oneSource down sizing <sup>1</sup>		(400)		(400)
HRA	Adjustment to Internal Recharges (HRA) <sup>1</sup>		(25)	(25)	(50)
Culture & Leisure	My Place Efficiencies <sup>1</sup>		(50)		(50)
Economic Development	Economic Development Reduction or Income Generation <sup>1</sup>		(50)	(150)	(200)
Streetcare	Parks Waste Minimisation (Green Waste)		(100)	(100)	(200)
Culture & Leisure	Grounds Maintenance Efficiencies		(200)		(200)
Corporate	CE Office Reductions	(140)			(140)
Corporate	Transformation Funding	(100)	(150)		(250)
oneSource	Additional down sizing or income generation			(500)	(500)
Adults	DFG Capitalisation; Lean Review; Review of Equipment Services	(237)	(100)	(100)	(437)
Childrens	Fostering; Navigators; Early Education Inclusion Team	(80)	(100)	(200)	(380)
HRA	HRA Transfer	(800)	(110)	(90)	(1,000)
<b>Sub Total</b>		<b>(1,357)</b>	<b>(1,537)</b>	<b>(1,503)</b>	<b>(4,397)</b>

## **4.12 INCOME GENERATION**

- 4.12.1 The Council has the ability to raise income through many fees and charges across the services we run. Some of these are set nationally, such as planning fees, where we have no local discretion, and others can be set locally.
- 4.12.2 Where we do have local discretion we cannot make a profit but we can cover the full cost of service provision. There are many areas where this is not the currently the case and the Council is in effect subsidising the service delivery.
- 4.12.3 Where we do have local discretion we need to ensure that wherever possible we do recover full costs but we also need to ensure that we are being reasonable and benchmarking our services with other Councils, and if

it is a service that the private sector can provide being aware of the competition and ensuring that we are competitive.

- 4.12.4 An example is the cemetery and crematorium, where we are currently charging less than other providers, and are not covering the full cost of the service provision. With burials we have a requirement to maintain the cemetery for 49 years after the burial, but no provision for this is made within the charge. The costs are currently covered by new burials happening in future years, but when burial space is full there will be an on-going cost with no income. If we bring our charges in line with others we can keep the currently level of custom and cover more of the costs of running the service.
- 4.12.5 The Council has a portfolio of commercial properties and a requirement to obtain market rental levels. When leases end they are renegotiated as necessary to ensure the correct income stream is achieved in line with any other Council asset.
- 4.12.6 The income generation proposals are set out below (Note 1: are schemes approved in 2015-16 which have on-going implications)

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
Corporate	Council Tax Base Increase <sup>1</sup>		(480)	(480)	(960)
Asset Management	Stubbers <sup>1</sup>		(70)		(70)
Economic Development	Housing Company Profit <sup>1</sup>			(300)	(300)
Corporate	2% CT rise each year <sup>1</sup>		(1,915)	(1,915)	(3,830)
Communities & Resources	Income Generation (Cemeteries & Crematories)	(500)	(500)		(1,000)
Corporate	New Homes Bonus		(2,000)	(1,000)	(3,000)
Corporate	Council Tax Base- Further Increase		(500)	(500)	(1,000)
Childrens	Attendance Centre Places	(40)			(40)
Asset Management	Commercial Property Income		(100)		(100)
<b>Sub Total</b>		<b>(540)</b>	<b>(5,565)</b>	<b>(4,195)</b>	<b>(10,300)</b>

#### **4.13 SERVICE REDUCTIONS**

- 4.13.1 The remaining savings under this heading are as follow. (Note 1: includes schemes approved in 2015-16 which have on going implications)

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
<b>Service Reduction</b>					
Communications	Communications: Staffing & Structure <sup>1</sup>			(240)	(240)
Culture & Leisure	Capital on Cemetery payoff	(167)			(167)
<b>Other</b>					
Culture & Leisure	Queens Theatre - Phased Saving <sup>1</sup>		(67)		(67)
<b>Sub Total</b>		<b>(167)</b>	<b>(67)</b>	<b>(240)</b>	<b>(474)</b>

#### **4.14 BIG IDEAS PROGRAMME**



- 4.14.1 We asked council staff to put forward their ideas on how savings could be made, given that no one understands working processes better than them. Ideas, generated through the 'Big Idea' campaign, to find further savings to balance our books for the next three years, have been developed by four 'hothouse' teams.
- 4.14.2 Staff in the hothouses spent one day a week for six weeks developing business cases for the ideas, chosen from 170 submitted by staff, under the following themes:
- New technology
  - Commercialisation
  - Tackling digital exclusion
  - General efficiency.
- 4.14.3 Some of the ideas overlap with considerations already included in the savings, some have further work required to build a business case and therefore some further work to do, and two new items are included in the savings plan.
- 4.14.4 Firstly an audit of all subscriptions to printed material – newspapers, trade magazines – will be conducted to identify if savings can be made by moving to online publications or sharing of printed material, alongside an audit of council printed materials to assess if they can move to online delivery.
- 4.14.5 Secondly is further income generation from increased advertising and sponsorship opportunities using the Council's transport fleet, roundabouts, lampposts and other possible advertising sites.

## **5. IMPLICATIONS FOR COUNCIL TAX**

- 5.1 As reported to Cabinet in September it is assumed that increases of 1.99% per annum in Council Tax will be implemented over the life of the MTFS. The alternative to this approach is to identify further cost reductions. However, the final decision on the level of Council Tax for 2016-17 will be made as part of the budget setting report in February 2016. `
- 5.2 In considering the level of Council Tax increase Cabinet should be aware that a reduction in Council Tax levels in 2016/17 below the planned 1.99% will require additional savings in 2016-17 and in each year thereafter as it will reduce the level of Council Tax base assumed in the financial model.
- 5.3 Conversely by increasing Council Tax to a level above the planned 1.99% would generate additional income and reduce the level savings required or could be invested in services. However, Cabinet are also reminded that each year the Government sets a level of increase above which approval is required by way of a public referendum. The level was set at 2% or higher in 2015-16. We await confirmation of the level that applies to 2016-17. To date



no authority has successfully increased Council Tax by way of a referendum.

- 5.4. The proceeds of a 1% increase (or cut) in Council Tax are approximately £1m per annum. The cost of a referendum has not been factored in but would also need to be borne by the General Fund.

## **6. ALTERNATIVE BUDGET PROPOSALS**

- 6.1 Only one alternative budget proposal was put forward before the 30<sup>th</sup> September deadline, although it was proposed as a suggestion rather than a formal alternative to the budget which was to include in the consultation a consideration of varying council tax rate increases. It is not possible to consider an increase beneath 2% as the budget currently assumes this level. As laid out in Paragraph 5.3 the rules for a referendum have not yet been set for next year but we could include the consultation a question about an increase above 2% if cabinet were inclined.

## **7. CONSULTATION**

- 7.1 The income generation and savings proposals set out in Appendix A (i) – (vi) will subsequently be considered by Overview & Scrutiny, prior to their inclusion in the draft MTFS and Council Tax setting report for 2016/17.
- 7.2 Unlike last year, there are no items within the savings proposal that require a level of statutory consultation, just normal budget engagement. Public engagement on the budget will take place via on line and via press releases and through the use of the Council's magazine "Living".
- 7.3 A draft of the proposed public engagement questionnaire is included at Appendix C.
- 7.3 Depending on the final Local Government Finance Settlement, referenced in paragraph 3.1, and given the overall scale of the budget gap should any of the proposals be rejected, either at the joint Overview and Scrutiny meeting or Cabinet meeting, alternative proposals will need to be put forward. These proposals will also need to be the subject of a robust review process, including, where appropriate equalities impact assessments.

## **8. MANAGING DEMAND**

- 8.1 The continued pressure on Local Government funding allied to growing demand for services require more innovative solutions. Bearing this in mind, officers have developed a strategy for demand management which is set out in Appendix B to this report. The policy, if approved should be at the heart of future service developments and will better manage our limited resources for the benefit of our residents.
- 8.2 The key points leading to the development of the policy are outlined below.
- **Demand for services will rise in the future, and at a greater rate than in previous years.** This is due to Havering's ageing population, the demographic profile of the Borough (highest percentage (19%) of older

people in London), and it being the biggest net importer of children and families in London.

- **Havering has one of the lowest funding settlements in London.** This is not only true of the Local Authority but for the NHS too. Traditional ways of saving will not meet the medium and long-term budgetary pressures (without causing significant unrest and pain for our residents).
- **Demand management is about saving money but in a very different way.** One that still involves cashable savings but also cost avoidance savings. When done properly these are much less painful, and almost always involves doing the right thing for our residents.
- **The biggest change will involve identifying, prioritising, tackling and mitigating the root causes of demand.** Our current operating models are predominately set up (and funded) to provide services that treat symptoms, rather than addressing the root causes that are the underlying triggers of demand. Budgets and resources need to be shifted to focus on at tackling these root causes which will help prevent residents from relying on traditional models of service delivery. Prevention is better (and cheaper) than cure.
- **Culture change and changing behaviours is key to the success of this.** We need to modernise and transform our operating models (e.g. less risk averse, more innovation, greater value for money, invest-to-save, and a focus on early help, positive interventions and prevention), and have clear service levels and standards that staff and politicians both understand and comply with. Failure to do so will lead to inconsistencies, inefficiency and mixed messages for our residents.
- **The ‘silver bullet’ of demand management is to strengthen our communities to become more resilient and self-reliant.** This means local solutions to local problems (one size does not always fit all), a vibrant and modern Voluntary Community Services (VCS), and mobilising the significant untapped social capital in Havering.
- **Local leadership is key.** Members are in a unique position to help deliver this as local community leaders. Given that demand management initiatives are ‘almost always the right thing to do’ for our residents, this is a positive message and we must use our experience and leadership to sponsor and drive this work.

## **9. BUDGET ROBUSTNESS**

- 9.1 Cabinet are reminded of the requirements for setting a robust budget. The Council is required to set a balanced budget, taking into account a range of factors, including appropriate consultation and equality impact assessments. A key factor is to ensure that Cabinet are made aware of the advice of the Council’s Chief Finance Officer (CFO) in making decisions relating to the Council’s budget.
- 9.2 The Local Government Act 2003 sets out requirements in respect of Financial Administration, and in particular to the robustness of the budget and the adequacy of General Fund reserves. The Act requires the CFO to

report to an authority when it is making the statutory calculations required to determine its Council tax or precept. The Act also suggests the advice should be given prior to the formal statutory calculation. This advice has therefore been given to both Cabinet in formulating proposals and to Members of Overview and Scrutiny in considering the proposals, as part of previous budget setting cycles.

- 9.3 The advice of the CFO was set out at some length in the report to Cabinet in February 2015, in Appendix H of that report. Cabinet is asked to be mindful of this advice in reviewing proposals as they are brought forward for consideration during the budget development process when these are subsequently scrutinised by the Overview & Scrutiny Committee, and in then considering any alternative proposals. In particular, the need to set a balanced budget within the context of a medium term financial strategy is a prime responsibility for the CFO.

## **REASONS AND OPTIONS**

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

It is essential that the Council's financial strategy takes due account of Government plans and any other material factors where these are likely to have an impact on the Council's financial position. This report represents a further significant step in developing the Council's budget strategy for the next three years and reflects the expected continued Government approach of reduced levels of funding.

### **Other options considered:**

None. The Constitution requires this as a step towards setting the Council's budget.

## **IMPLICATIONS AND RISKS**

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

The Council's budget process will ensure that financial implications and risks are fully met. There are continuing risks with the potential impact on funding arising from both the Budget and Comprehensive Spending Review (CSR) announcements, as highlighted in both this and the previous report to Cabinet. The steps already taken by the Council should mitigate this, but it is evident that a longer term approach now needs to be considered, as the potential scale of the future budget gap could prove to be even bigger than the gap the Council is currently addressing.

There are considerable risks in the medium to longer term, with the continuing economic uncertainty as well as the likely impact of further funding changes. There are also considerable uncertainties stemming from the Care Act and the Children & Families Act, and although the Government has given an undertaking that new burdens will be funded, it remains to be seen what effect these will have locally and

whether there will be any adverse financial impact. The Council therefore needs to maintain a prudent approach over its financial management and the budget setting process. It is essential that the Council puts a strategy in place to deal with the further reductions in Government funding.

The Council is required to set a balanced budget and the proposals that are made as part of the budget development process will need to be robustly reviewed, challenged and scrutinised, and consulted on wherever appropriate. The advice of the Section 151 Officer must be taken due account of within the budget setting process and that applies to all budget proposals, whenever they are put forward. This will mean a much more robust process will have to be applied to any alternative proposals put forward to those being made by the Administration; this could potentially necessitate formal consultation with the local community. All such proposals will be reviewed by the Section 151 Officer before they can be considered by Cabinet and Council.

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

The Council is subject to a number of duties in relation to revenue, capital and procurement. For instance, as a Best Value Authority the Council is under a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." s 3 Local Government Finance Act 1999. The Council is also under an implied duty to set a balanced budget. Otherwise there are no apparent specific legal risks in adopting the recommendations set out in the report, providing appropriate consultation is carried out at all stages.

### **Human Resources implications and risks:**

The Council continues to work closely with its staff and with Trades Unions to ensure that the effects on staff of the savings required have been managed in an efficient and compassionate manner.

All savings proposals or changes to the funding regime that impact on staff numbers, will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy policy and associated guidance.

### **Equalities implications and risks:**

This report sets out the Council's medium term financial strategy to manage the implications of funding reductions and cost pressures over the next three years, so that it is able to operate with a balanced budget and ensure the continued running of the most valued, and statutory, public services.

The Council faces significant challenges in achieving a balanced budget, not only in terms of funding reductions, but also in terms of the rising demand for services, brought about by Havering's increasing older demographic, as well as major national policy pressures such as the implications of the Care Act.

Where proposals affect staff, service users, or indeed the wider population, they will need to be thoroughly analysed for disproportionate negative impact, with mitigating actions identified to minimise any negative impact. All proposals will be subject to consultation with Councillors, staff, service users and the general public as

appropriate before any final decisions are made. Where appropriate Equality Impact Assessment will also be provided at the point that decisions are made.

**Other Risks:**

There are no particular other risks arising, other than a very short timescale to properly analyse the LGFS announcements whenever they eventually occur. This is being planned for but much of the detail will have to await the final announcements and publication.

**BACKGROUND PAPERS**

There are none.

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# A Strategy to Manage Growing Demand

2015-18



V0.10

## Document Control

### Document details

<b>Name</b>	A Strategy to Manage Growing Demand
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### Version history

Version	Status	Date	Dissemination/Change
<b>V0.5</b>	Directorate Strategy for Children, Adults and Housing	Dec-14	Children, Adults and Housing
<b>V0.6</b>	1st draft corporate Strategy	13/04/15	Corporate Brain Steering Group
<b>V0.7</b>	2nd draft corporate Strategy	15/05/15	Corporate Brain Steering Group
<b>V0.8</b>	3rd draft corporate Strategy	03/07/15	CMT
<b>V0.9</b>	4th draft corporate Strategy	31/07/15	CMT
<b>V0.10</b>	Final draft ready for Cabinet	18/08/15	CMT

### Approval history

Version	Status	Date	Approved by
<b>V0.10</b>	Final draft corporate Strategy	18/08/15	CMT
<b>V0.10</b>	Final draft corporate Strategy	04/11/15	Cabinet

### Equality Impact Assessment record

Date	Completed by	Review date
31/07/15	Corporate Policy and Diversity team	July 2016



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### Foreword

Local Government is facing a stark challenge. Projected funding gaps across the sector are forcing councils to reconsider how and what services it provides as well as the level of local tax increases required. The gap they are striving to bridge is not being created by funding cuts alone. In fact, the headline-grabbing austerity measures account for about half of the projected funding gap over the next five years. In 2013, the Local Government Association (LGA) predicted a £14.4 billion funding gap for local government by 2020 – half due to austerity, and half the result of the increasing costs of delivering services as demand continues to increase. Councils face a reduction of their available budget of between a quarter and a third over the next four years and with demand rising as well, reducing the cost of service provision is essential.

The increasing costs associated with service provision have many causes including population growth and an ageing society. This is a particular cause for concern in social care, which accounts for approximately half of Havering Council's spend, as demand for care of the elderly will rise with a rising older population and the numbers of vulnerable children living in Havering also continue to rise. Rising demand is due to rising expectations too. Not only in social care but in other areas too, there are increasing demands on limited resources – from fixing potholes and collecting more rubbish, to providing responsive customer services to a growing and changing population.

Given this 'perfect storm' of reduced funding and increasing demand, Havering Council is faced with four scenarios:

1. Reducing or closing services;
2. Providing only statutory minimum services;
3. Over-spending which cannot be sustained without eventual bankruptcy; or
4. Dramatically transforming our operating models and tackling the underlying triggers of demand.

No council can meet all of its budgetary constraints through cuts to services alone – that would lead to widespread discontentment with local public services and real risks to the public. Instead, local government must fully understand the demands on its services – who is making the demand, why they are doing so, when is it happening and how they are making contact. Informed by this insight, councils such as Havering will be better placed to manage demand effectively – either to ensure that the customer contact is manageable, or to reduce or nullify the demand altogether – saving money and improving the quality of life in the Borough at the same time. This will require a shift in culture and behaviours for residents, politicians, staff and our partners.

We are committed to radically redesigning our operating models to ensure we deliver value for money, as well as high quality, outcomes-focussed, innovative and sustainable services. Where we can, we will target our resources at tackling the major triggers of demand, we will prioritise early help, intervention and prevention, and we will ensure that we continue to protect and support those vulnerable people who absolutely need our statutory services. This Strategy sets out how we will achieve this.

Cheryl Coppel  
Chief Executive

Councillor Roger Ramsey  
Leader of the Council

# Introduction

## 1. Purpose of the Strategy

This Strategy focuses on identifying, prioritising and tackling the major causes and triggers of demand for our services. As resources shrink we have to target those available to address and reduce demand. Moreover, this Strategy supports Havering Council's vision of a Borough that is safe, clean and where residents are proud to live by ensuring that the community at large is engaged in its implementation.

The Strategy covers collaborative and partnership working, strengthening our communities, root cause analysis, invest-to-save initiatives, tracking whole-life costs, and cost avoidance savings.

It provides a simple model to describe the elements that make up the major demand for services in Havering – and sets out broad themes to explore in order to reduce demand. A comprehensive list of the different types of demand can be seen in Appendix A.

It also supports the outcomes of the Voluntary Sector Strategy including that “communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people”.

## Policy context

### 2. National policy context

Behavioural insight – commonly referred to as ‘Nudge Theory’ has become an accepted part of Government policy and communications activity, and is a growing part of Havering Council's approach to managing demand in a more sustainable way – from discouraging littering to encouraging on-line interactions with our services.

The Localism Act encouraged the devolution of service delivery, the community ownership of assets, and exploration into new ways of delivering public services through alternative delivery models such as social enterprises, mutuals, and community interest companies.

In social care, successive governments have encouraged councils and their NHS partners to work collaboratively to ensure that people are presented with real choice and control. The aim is to ensure that services are personalised, and that people are supported to live in the community to help achieve their outcomes. The Care Act and the Children and Families Act represent the biggest changes in social care legislation for over 50 years, and this Strategy is key in ensuring that Havering is well placed to implement these changes.

The transfer of some preventative health services to Havering Council (such as Public Health and Health Visitors) provides the opportunity to learn from their good practice, as much of their activity focusses on cost avoidance and invest-to-save financial models.

The current Government is increasingly focused on tackling root causes of demand for public services. For instance, in June 2015 the Prime Minister said that the Government is "committed to doing more work to eliminate child poverty and that is precisely why the

Government wants to look at having an approach that is focused more on tackling the root causes than treating the symptoms."

## Demand management

### 3. Is demand rising?

In short, yes, and at alarming and unprecedented rates for Havering. Current data shows a number of key challenges arising from demographic changes, which directly impact on demand for, and the cost of, services. Some of the key data is shown below and further examples can be seen in Appendix F.

- Havering has the highest proportion of older people (19%) in London;
- Havering has the biggest net inflow of children in London;
- GP registrations continue to rise each quarter with 3,064 additional registrations in Q2 of 2014/15;
- The population of Havering has increased year on year from 2012 and according to GLA (Greater London Authority) projections, is projected to increase from 247,159 in 2015 to 276,671 in 2025 – a 10.5% increase; and
- Recent welfare reforms have meant that people on low incomes and / or those claiming housing benefit have moved out of central London. For instance, Havering is the fifth highest net importer of people receiving Local Housing Allowance (which is used to calculate Housing Benefit for tenants renting from private landlords) across London between February 2013 and February 2014.

(Sources: See Appendix F)

Given that Havering has one of the lowest central government funding allocations across London, these demographic challenges mean that our historical operating models are over-stretched and are no longer affordable. We simply cannot continue to provide the same traditional service models when faced with increasing demand and austerity.

### 4. Benefits

The majority of savings attributed to demand management initiatives will arise from cost avoidance, i.e. preventing an increased spend that would otherwise result from more people entering 'the system' and using our services, or from a reduction in demand for reactive services such as street cleaning for example if littering was reduced. We will aim to minimise any increases in spend, and where possible, reduce demand for services below the current levels to deliver cashable savings.

As described above, about half of Havering Council's spend is on social care services. For instance, we spend £17m on providing residential care to approximately 700 older people, whilst the entire spend on universal services across the rest of the Council is £31m.

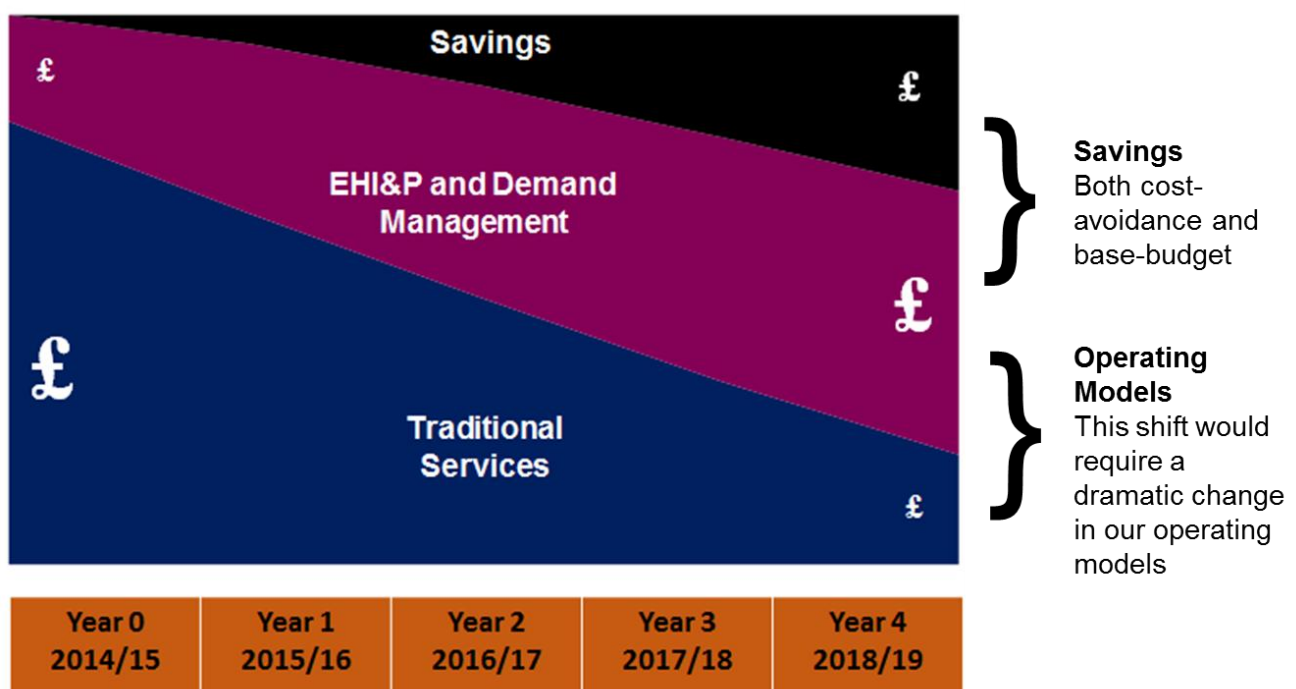
It is clear that traditional approaches to making savings will not be sufficient to deal with the size of the financial challenge ahead for Havering and our partners. As resources shrink we have to target those available to tackle and reduce the key triggers of demand.

There are also a number of non-financial benefits to adopting an approach to future service delivery that seeks to limit or reduce overall demand. These include:

## Appendix B

- An opportunity to understand and tackle the major underlying causes of demand for our services, and set out clearly what services we can and cannot offer;
- An opportunity to strengthen and empower communities – by co-producing with the public and the voluntary and community sectors, and developing a coherent, and genuinely shared vision and strategy for local public services;
- An opportunity to prioritise and front-load preventative spend to meet a host of community and personal needs before they develop to a point where they severely impact on quality of life. Thus, to resolve problems when they arise, essentially leading to better outcomes and quality of life for residents;
- An opportunity to encourage positive changes to the culture and behaviours of residents, politicians, staff and our partners;
- An opportunity to drive improved performance through a clear articulation of ‘what good looks like’ and open up new funding streams to support the use of demand management techniques;
- Exciting opportunities to maximise potential arising from the transfer of Public Health, Health Visitors and School Nurses from the NHS to the Council;
- An opportunity to tackle silo and traditional working practices, and develop the skills of the workforce; and
- An opportunity to increase personalised services and improve performance in this area (Havering Council performs poorly against its Self-Directed Support targets which are nationally set).

Fig.1 below illustrates the likely shift in spending patterns that will result from implementing this Strategy (NB. EHI&P stands for Early Help, Intervention and Prevention).



**Fig.1 Shift in spending pattern (Source: Children, Adults and Housing Directorate)**

Demand management initiatives can also be effective for those who have already entered ‘the system’. We do not design against need at the moment, so there is a cohort of people for whom we may be over-providing or mis-providing. By adopting demand management approaches we can apply them to people who currently cost the Council more money than they should; thereby delivering cashable savings, not just cost avoidance savings.

### 5. Key triggers of demand

An extensive mapping exercise across the Children, Adults and Housing Directorate has been undertaken to understand the underlying triggers of demand for their services. A similar exercise is currently being undertaken across the rest of Havering Council and the list of key triggers will be refreshed. The main underlying causes / triggers of demand identified so far are:

1. Isolation / loneliness
2. Hospital admission / discharge
3. Dementia
4. Falls
5. Nanny state
6. The 'toxic trio' (mental illness, substance misuse and domestic violence)
7. Customer expectations
8. Behaviour of residents / businesses around waste and littering
9. Resident engagement

The approach being used takes into account expenditure, demand over the past year or so, and the cross-cutting impact across multiple service areas.

### 6. What is 'demand management'?

Demand management is a commonly used term but there is rarely a consistent understanding of what it actually is and what it means in reality.

In Havering, we know that – all things being equal – demand for services will rise in the future, and at a greater rate than in previous years. This is, in part, due to Havering's ageing population, the changing demographic profile of the Borough, and the fact that Havering is the biggest net importer of children and families in London. It is also about the behaviours and choices that our residents make.

Demand management in this context is about reducing and / or slowing down this rise in demand to levels that are manageable within the resources we have available.

Where demand management initiatives are most effective, it is possible to reduce demand below the current levels. Therefore over-achieving on cost avoidance savings could lead to base-budget (cashable) savings within our front-line services, as we would be providing direct (expensive and long-term) services to fewer people.

This requires true innovation, culture change and a shift in spending towards early help, intervention and prevention. Strengthening and building community resources is key.

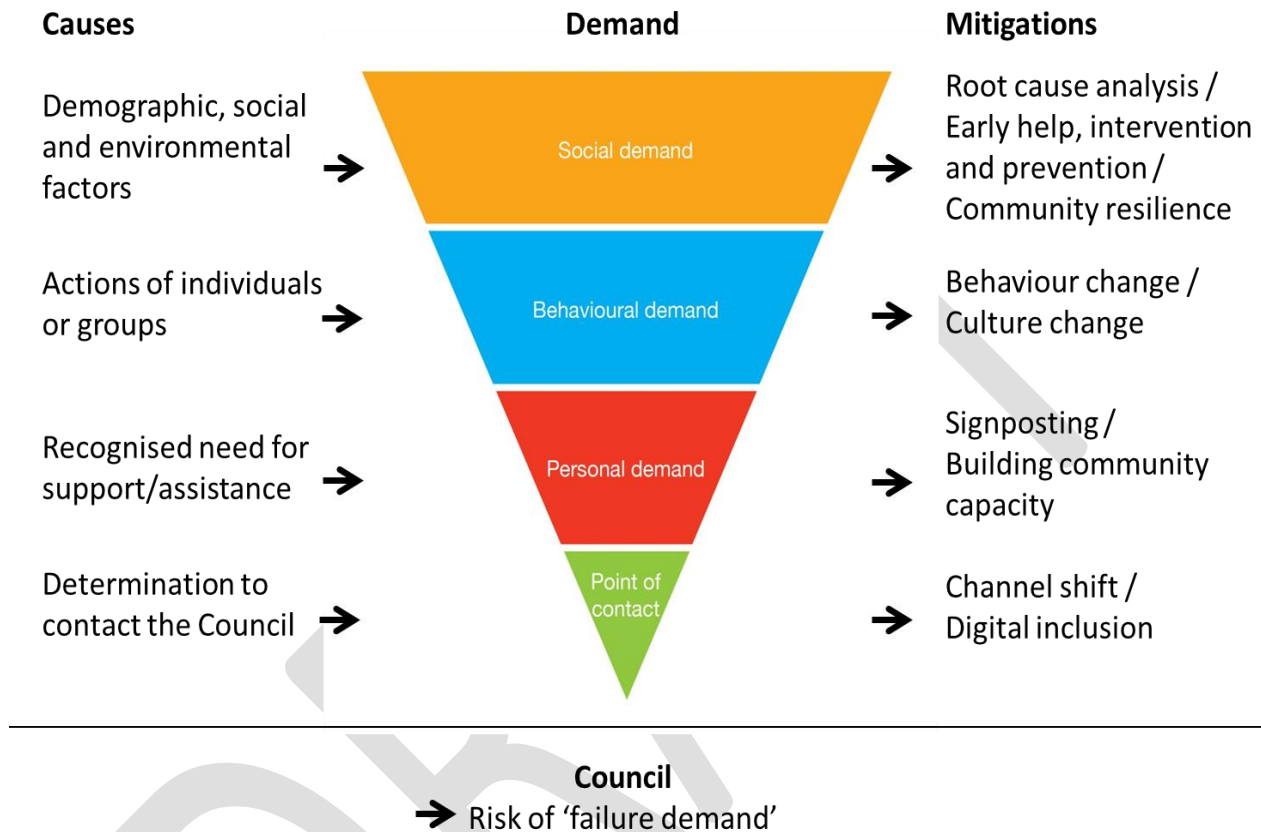
It is important to have clear service levels and standards that staff and politicians both understand and comply with. Failure to do so will lead to inconsistencies, inefficiency and mixed messages for our residents.

Demand growth and its mitigation are complicated concepts and a huge, multi-faceted challenge for staff and politicians to address. The first stage is to understand the concepts and to have a common language to base discussions upon. To that end, the Council's Corporate Leadership Team (CLT) have developed a simple four-tiered model to explain both the main causes of demand and the potential mitigations to be explored.



Fig 2 below, The 'Nail Model' sets out how differing factors might constitute the overall weight of demand on Havering Council, and how they might be addressed. It depicts how the greatest constituents of demand sit furthest away from the Council and are therefore harder to control, while the immediate challenges of managing customer demand once it reaches our doorstep are easier to influence, but more limited in overall impact.

### 7. The Nail Model



**Fig.2 The Nail Model (Source: Corporate Brain Steering Group)**

The four main elements of demand are described as follows:

- D1** Social Demand – made up of a host of complicated demographic, social and environmental factors, some of which are outside of the Council's control, but others that might be mitigated through early help, intervention and prevention, based on analysis of the root causes of common problems.
- D2** Behavioural Demand – resulting from the actions of individuals, such as littering, or not paying bills on time, which can be mitigated with effective behavioural change campaigns.
- D3** Personal Demand – where individuals and groups have identified a need for support, but have not yet decided that the Council could or should provide the answer, providing an opportunity to signpost potential customers to other providers of support in the community, so long as they exist. This approach needs therefore to link to an orchestrated capacity-building effort in the community.
- D4** Point of Contact Demand – where customers are actively contacting the Council for support, and where we are able to employ 'channel shift' techniques to manage the

demand in more cost-effective ways, while still providing a satisfactory response.

As mentioned previously, other types of demand can be seen in Appendix A.

This Strategy aims to shift focus onto the causes rather than the symptoms of problems. Significant cost avoidance savings can be achieved through effective intelligence-led early help, intervention, and prevention services. These services should promote behaviours that reduce demand for services, and should include facilitating external providers (including voluntary sector organisations) to help them support people in the community, and thus encouraging the use of less costly channels of engagement with the Council.

### 8. Why is demand management so difficult?

There are multiple ways to save money but traditionally councils have tended to focus on only a handful. These are normally supply side, low risk, and involve visible base-budget reduction. The 'unintentional consequences' of such savings on demand or other services are rarely considered or anticipated.

Effective demand management is complex, the initiatives are often innovative and bold, and may require a 'leap of faith' and the acceptance of calculated risks. To maximise the impact of demand management initiatives a marked shift in culture and behaviours is required (from staff, residents and politicians).

The return on investment for some demand management initiatives can take time or can never be truly tracked (which often makes those holding the purse strings very nervous), but are almost always 'the right thing to do'. However, others are less subjective and can yield short-term, measurable benefits. The key is to balance the right blend of initiatives that can drive change over time, whilst providing 'quick wins', credibility and momentum.

Information on the first tranche of demand management initiatives that will help deliver this Strategy can be found in the accompanying implementation plan (Appendix D).

### 9. Our objectives

Havering Council's Corporate Plan states that we will use our influence to encourage people to do the right things, for example keeping Havering tidy, being good neighbours, leading healthy lives, and encouraging residents to play an active part in their communities through volunteering.

Our strategic objectives for this Strategy are to:

- SO1** Identify and quantify the key triggers of demand in Havering;
- SO2** Develop and apply the organisation's understanding of demand management techniques;
- SO3** Generate savings options for future budget decisions by initiating a series of demand management initiatives pilots; and
- SO4** Build and strengthen community resilience to help mitigate against increasing demographic demand for services. Wherever possible, demand will be managed by the most cost-effective service provision, ensuring that the voluntary sector and our community are best placed to deliver services in the most cost-effective ways.



Our implementation plan will focus on addressing these four strategic objectives.

### 10. Key priorities

The mapping exercise to understand the underlying triggers of demand for services has so far identified a number of priorities. These are to:

- KP1** Develop and build strong communities and community assets;
- KP2** Tackle poverty and the root causes associated with poverty;
- KP3** Prevent or minimise family and relationship breakdown;
- KP4** Reduce social isolation and loneliness;
- KP5** Improve educational attainment across all ages;
- KP6** Improve health and wellbeing;
- KP7** Provide effective and sustainable housing options;
- KP8** Increase employment opportunities, especially for young people; and
- KP9** Improve information to influence resident choices and understanding of the cost drivers for local tax rates.

### 11. Changing our model of delivery to address these priorities

Our current operating models are predominately set up to provide services that treat symptoms, rather than addressing root cause (the underlying triggers of demand). This traditional approach must be reversed if we are to successfully implement this Strategy.

Resources, budgets and efforts will need to be aligned to those priorities identified above. We will utilise lessons learnt from national and international best practice (see Appendix B), as well as from some of our own initiatives such as the Troubled Families Programme to inform our approach and model.

An emphasis will be placed on strengthening communities and the voluntary sector to improve the outcomes and wellbeing of residents within Havering. However, we are conscious that 'one size doesn't fit all' as what works in one community may not work so effectively in another. Robust local intelligence is critical, as there are different issues presenting in different parts of the Borough.

Our approach will give opportunities for communities and the voluntary sector to provide innovative support to residents. Given our demographic profile, Havering still has significant untapped social capital, and we will need to ensure that any community development activities are sustainable. Key to the success of this is whether we are able to stimulate and influence voluntary and community groups to help enable people and communities to look after themselves and each other wherever possible.

Demand management initiatives are most effective if partner agencies collaborate to achieve success. We are committed to working in partnership with other agencies to help tackle demand, and we will engage with our partners in designing collective interventions in areas involving complex social problems.

A simple example would be our digital inclusion pilot which has multiple benefits to Havering Council. However, if undertaken in partnership, residents who are socially isolated can suddenly access bespoke information about local community activities, events

and services, as well as tele-healthcare services and even GP and other NHS appointments that can be initiated on-line. Thus, saving both time and money.

We will also work to ensure that residents see more clearly the connection between their actions and the cost of Council services particularly in areas such as waste and littering. We will also improve communications and information to be clearer about what customers can expect in order to reduce unnecessary customer contacts, enabling customers to 'help themselves' more easily.

Appendix C is an example of how the Children, Adults and Housing Directorate have been considering the types of changes that will be needed in order to effectively implement this Strategy in that Directorate. It includes some proposed 'must do's', key features and examples to help illustrate the scale of change that is likely needed.

## Related documents

This Strategy is reliant upon, and instrumental to, a number of other initiatives across the Council and our partners. Further details on the 'strategic fit' can be seen in Appendix E.

## Consultation

The aim is for this Strategy to be adopted across multiple local partners. Once approved by Cabinet, all of the Council's key stakeholders will be consulted with. Importantly, the implementation plan will need to evolve and be reflective of the priorities of each partner that signs up to the Strategy.

## Authorisation and communication

Authorisation will be through CMT and Cabinet initially, then relevant partnership governance arrangements depending on the outcome of the consultation section above. Havering Council is currently refreshing its Communications Strategy, and it is being developed with this Strategy in mind. This Strategy will be communicated with staff, residents and partners using the best practice approaches outlined in the Communications Strategy. These will include a campaign-based model for communications, and a better understanding and use of established community networks as a conduit for information and a basis for engagement.

## Implementation and monitoring

The implementation plan is predominately focussed on key actions that are essential in the first year, such as the 'Big Idea' campaign and other pilots that will help provide evidence and key lessons learnt that will inform the full implementation of the Strategy. All of the proposed pilots, prototypes and initiatives will be tested, and only those that are likely to add significant value will be developed into full business cases and projects.

The actions within the implementation plan will be monitored by CLT and CMT.

## Evaluation and review

This Strategy is to run for a period of three years with a review taking place every year to check progress, as well as ensuring that it is still aligned to the strategic direction of the Council and our partners.

### Appendices

A – Types of demand



B – Case studies and best practice



C – Change management diagram



D – Implementation plan



E – Strategic fit



F – Equality Impact Assessment (including key demographic data)



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**INCOME GENERATION AND SAVINGS PROPOSALS****Managing Demand**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
MD 1	Corporate & Customer Transformation	Customer Services Channel Shift <sup>1</sup>		(250)		(250)
MD 2	Culture & Leisure	SLM Contract Renegotiation <sup>1</sup>		(300)		(300)
MD 3	Housing	Income Generation <sup>1</sup>		(125)	(125)	(250)
MD 4	Younger Adults	Learning Disability Commissioning <sup>1</sup>		(1,000)	(1,000)	(2,000)
MD 5	Children's Services	Prevention - Children <sup>1</sup>		(300)		(300)
	<b>Sub Total</b>			<b>(1,975)</b>	<b>(1,125)</b>	<b>(3,100)</b>

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.

## Managing Demand -MD 1

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Corporate & Customer Transformation – Caroline Woolf	Provision of face to face, telephone and web customer contact services

Current Budget Information			
Activity	Subj Type	FY Revised Budget	
AB2330 CRM	Expenditure	2,909,886	
	Income	-28,380	
	Non-Controllable	928,560	
AB2330 CRM Total		3,810,066	
Savings Last 4 Years – NB CST programme			
11/12 £1.3m	12/13 £2.3m	13/14 £2.6m	14/15 £2.6m
Main Savings Items Description			
<p>The savings up to £2.6m above have been delivered via a Council wide transformation programme, covering front and back office. New proposals are:-</p> <ul style="list-style-type: none"><li>• Information Kiosk in Romford Town Centre- close</li><li>• Reduction in agency worker posts</li><li>• Channel Shift – reduce staffing to reflect customer channel shift to using the web and other value channels</li></ul>			
What is protected within service	<b>Change management</b> <ul style="list-style-type: none"><li>• Services are still being added to customer services and capacity is required to facilitate that</li></ul>		
	<b>Front line service capacity</b> <ul style="list-style-type: none"><li>• For some customers and services face to face and telephone contacts will always be a more appropriate way of doing business. We will aim to streamline the delivery of face to face and continue to optimise telephony technology. Therefore sufficient resource will be retained to deliver these.</li></ul>		

Savings proposals				
Saving		Value of Saving and Year(s)		
<b>Channel Shift</b> The customer services strategy is based on a self- service model for those customers and areas where that is the most appropriate form of service delivery. This moves customers from the most expensive forms of communication (face to face followed by telephone) to the much more cost effective self serve model whereby they can transact with us online. This is similar to a retail online model and therefore many customers are already familiar with the concept. In order to assist customers move to online, we have kiosks in the PASCs where they can be assisted by staff and also access in libraries where help is available. In addition, many customers are already knowledgeable about		TOTAL (£250k)		
		15/16	16/17	17/18
				(£250k)

## Managing Demand -MD 1

Savings proposals				
Saving			Value of Saving and Year(s)	
<p>online communications or have families who can assist them.</p> <p>For those customers who are less able to adapt, the current channels will remain for the time being. However, we must endeavour to be digital by default as far as practicable and therefore to obtain better value for money for the Council.</p> <p>A recent review around digital inclusion has shown that we have less than 10% of the borough without access to the internet and that this percentage is falling quickly.</p> <p>The service currently has a channel shift target of 20% and this restructure will realise savings from that move.</p> <p>The PASC and Contact Centre currently occupies leased premises. It is proposed that as the service contracts it moves into mainstream council accommodation.</p>				
TOTAL SAVINGS BY YEAR			TOTAL £250k	
			15/16	16/17
				17/18
				18/19
				(£250k)

<b>Number of FTE in area</b>	<b>Channel Shift 91</b>
<b>Anticipated reduction in FTE as a result of proposals</b>	<b>Channel shift c. 16 tbc</b>
	These are current estimates and are subject to further review and consultation.

## Managing Demand- MD 2

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Sports and Leisure Contract retendering

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
<b>AB1010 Allotments. Total</b>		<b>(9,710)</b>
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
<b>AB1020 Arts Services Total</b>		<b>410,700</b>
AB1030 Entertainments	Income	0
<b>AB1030 Entertainments Total</b>		<b>0</b>
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
<b>AB1040 Indoor Sports &amp; Recreation Total</b>		<b>2,092,360</b>
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
<b>AB1050 Parks &amp; Outdoor Sports Total</b>		<b>2,800,910</b>
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
<b>AB1060 Queen's Theatre Total</b>		<b>662,515</b>
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
<b>AB1070 Historic Buildings Total</b>		<b>89,590</b>
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
<b>AB1080 Grounds Maintenance DSO Total</b>		<b>853,400</b>
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
<b>AB1090 Social Halls &amp; Comm Ctrs Total</b>		<b>22,150</b>
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
<b>AB1100 Sports Dev &amp; Outdoor Ctrs Total</b>		<b>226,940</b>
AB1105 My Place Centres	Expenditure	445,080
	Income	(183,600)



## Managing Demand- MD 2

	Non-Controllable	56,270	
<b>AB1105 My Place Centres Total</b>		<b>317,750</b>	
AB1110 Supervision Management & Supp	Expenditure	165,630	
	Non-Controllable	45,060	
<b>AB1110 Supervision Management &amp; Supp Total</b>		<b>210,690</b>	
AB1125 Health and Wellbeing	Expenditure	109,840	
	Non-Controllable	32,190	
<b>AB1125 Health and Wellbeing Total</b>		<b>142,030</b>	
AB1135 Policy, Marketing and Administration	Expenditure	290,920	
	Non-Controllable	71,810	
<b>AB1135 Policy, Marketing and Administration Total</b>		<b>362,730</b>	
AB1160 Countryside Services	Expenditure	172,500	
	Income	(14,380)	
	Non-Controllable	38,460	
<b>AB1160 Countryside Services Total</b>		<b>196,580</b>	
AE2150 Music Services	Expenditure	652,330	
	Income	(567,800)	
	Non-Controllable	144,100	
<b>AE2150 Music Services Total</b>		<b>228,630</b>	
<b>Grand Total</b>		<b>8,607,265</b>	
<b>Savings Last 4 Years</b>			
11/12: 0K	12/13: 50K	13/14: 265K	14/15: 338K

Main Savings Items Description	
<ul style="list-style-type: none"> <li>Re tender of the Sports and Leisure Management contract</li> </ul>	

Savings proposals				
Saving		Value of Saving and Year(s)		
<b>Re-tender of the Sports and Leisure management contract</b>		TOTAL: (£300k)		
This is underway and will be let part way through 16/17. Opportunity to make savings given improved performance of the current contract and by facilitating a more commercial approach from Contractors. The saving proposal assumes the inclusion of RLD to achieve £200k of the savings.		15/16	16/17	17/18
				(£300k)
TOTAL SAVINGS BY YEAR		TOTAL: (£300k)		
		15/16	16/17	17/18
				(£300k)
				0

<b>Reasons for recommending proposals</b>	<b>Re-tender of the Sports and Leisure management contract</b> <ul style="list-style-type: none"> <li>This is an opportunity to save money through the tendering of the sports and leisure management contract.</li> </ul>
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## Managing Demand- MD 2

Identified Risks	
<b>Retender of the Sports and leisure management contract</b>	
<ol style="list-style-type: none"> <li>1. RLD development is not on site and therefore income estimates are notional</li> <li>2. Competition and / or the market for these services changes</li> <li>3. Contract does not deliver savings</li> </ol>	

<b>Number of FTE in area</b>	<b>Retender of the sports and leisure management contract</b> : None in relation to leisure centres as TUPE applies.
<b>Anticipated reduction in FTE as a result of proposals</b>	<b>Retender of the sports and leisure management contract:</b> N/A  These are current estimates and are subject to further review and consultation.

## Managing Demand – MD 3

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Housing, Neil Stubbings; Learning and Achievement, Mary Phillips	Housing Income Generation

**Current Budget Information**

Activity	Subjective	FY Revised Budget
AE7630 Borough Catering Total	<b>Expenditure Total</b>	5,316,970
	<b>Income Total</b>	-5,741,290
	<b>Non-Controllable Total</b>	769,420
<b>AE7630 Borough Catering Total</b>		345,100

**NB.** Private Sector Leasing - this service aims to cover its costs

**Savings Last 4 Years**

11/12 £0k	12/13 £0k	13/14 £0k	14/15 £0k
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**Main Savings Items Description**

- Private Sector Leasing (PSL) – Manage more properties and increase activities.
- Catering – Review the current operating and financial model.

**What is protected within service****Private Sector Leasing**

- N/A.

**Catering**

- In-house service / staff.
- Current services for existing service users.

**Savings proposals****Saving****Value of Saving and Year(s)****Private Sector Leasing**

There is scope to increase the activity in the private rented sector. We currently directly lease and manage 895 properties, and have a managing agent role in respect of a further 150 properties. To reduce the impact of housing need and ensure costs of housing activities are covered, we would look to increase the number of units we manage – which would also allow us to provide direct assistance for more residents to secure rented accommodation.

TOTAL: (£250k)

15/16	16/17	17/18	18/19
		(£125k)	(£125k)

**TOTAL SAVINGS BY YEAR**

TOTAL: £(250k)

15/16	16/17	17/18	18/19
		(£125k)	(£125k)

## Managing Demand – MD 3

<b>Reasons for recommending proposals</b>	<b>Private Sector Leasing</b> <ul style="list-style-type: none"> <li>• There is sufficient scope (supply and demand) for expanding this service to help meet more of the borough's housing need, and ensure all costs are recovered</li> <li>• Unlike other savings proposals, this initiative does not lead to a reduction in service for Havering residents, and therefore income generation is a much better way of addressing a savings target.</li> <li>• Any increase in the Private Sector Solutions Team will be funded within the increase in activities, and therefore is not an additional budget pressure.</li> </ul>
<b>Identified Risks</b>	
<b>Private Sector Leasing</b> <ol style="list-style-type: none"> <li>1. The Council needs to ensure that the activity falls within legal requirements, and meets a social need, and is not purely for a commercial purpose.</li> <li>2. With rent prices rising above Local Housing Allowance (LHA) limits it will become increasingly difficult to find properties with rents within the LHA limits.</li> <li>3. Volume of complaints will increase as the number of properties increases.</li> <li>4. There may come a point at which we will have to exit from the activity, especially as the market is so volatile, and therefore the activity should not be relied upon indefinitely.</li> </ol>	

<b>Number of FTE in area</b>	<b>Private Sector Leasing:</b> No staff are at threat of redundancy. There will be an expansion in this team, if this proposal goes ahead. Current team is 1 Manager and 15 FTEs.
<b>Anticipated reduction in FTE as a result of proposals</b>	<b>Private Sector Leasing:</b> 0 FTEs.

## Managing Demand – MD 4

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Adults – Barbara Nicholls	Younger Adults

Current Budget Information			
Cost Centre	Subjective	FY Revised Budget	
AE6000 Adult Services	Expenditure Total	66,628,228	
	Income Total	-10,575,624	
	Non-Controllable Total	3,292,560	
AE6000 Adult Services Total		59,345,164	

**NB.** The majority of spend on younger adults is on learning disability commissioning (£16m net for 2014/15). The Council also spends £4m on physical disability services, and £3m on mental health services.

Savings Last 4 Years			
11/12   £298k	12/13   £480k	13/14   £1,445k	14/15   £700k

Main Savings Items Description	
<ul style="list-style-type: none"> <li>Younger Adults – Review services, with a view to shaping more cost effective services and/or meeting statutory requirements through personalised services.</li> </ul>	
<b>What is protected within service</b>	<ul style="list-style-type: none"> <li>Statutory services for younger adults and their carers.</li> <li>Outcomes-focussed, personalised services.</li> </ul>

Savings proposals				
Saving			Value of Saving and Year(s)	
<b>Younger Adults</b> Services for younger adults (between the ages of 18 and 64) are very traditional, expensive and do not offer the personalised provision required. We will review all areas of spend (e.g. residential care, care packages, respite and day care) to ensure that we are receiving maximum value for money and that services are outcomes-focussed.  We will re-commission where necessary to meet statutory requirements through personalised services, and will look to apply the minimum statutory levels of service using the new national eligibility criteria within the Care Act.  As we complete person centred plans, move to personal budgets and strictly apply eligibility criteria it is likely that we will not require some of the current provision. We will ensure any changes to how services are offered will include full consultation and impact assessment prior to any recommendations being finalised, and ensure viable alternatives are available.			TOTAL: (£2,000k)	
			15/16	16/17
			17/18	18/19
			(£1m)	(£1m)

<b>Reasons for recommending proposals</b>	<ul style="list-style-type: none"> <li>• The current operating model is very traditional, expensive and does not offer the personalised provision required.</li> <li>• Comparative spend and unit costs are high relative to other local authorities.</li> <li>• Demand for learning disability services will continue to increase as more children with disabilities reach adulthood, carers become older, and adults with a learning disability continue to live longer.</li> </ul>
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<b>Number of FTE in area</b>	N/A as FTEs are counted elsewhere in the Staffing template.
<b>Anticipated reduction in FTE as a result of proposals</b>	N/A as FTE savings are counted elsewhere in the Staffing template, and the savings here are likely to be on the commissioning side.

## Managing Demand – MD 5

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Children Services, Tim Aldridge	Prevention – Children

Current Budget Information			
Activity	Subjective	FY Revised Budget	
Early Help and Troubled Families	Expenditure	3,654,977	
	Income	0	
	Non-Controllable	133,120	
Early Help and Troubled Families Total		3,788,097	

**NB.** We will receive £156k grant for Troubled Families this year, including £100k for a co-ordinator post.

**NB.** The Early Help and Troubled Families budget is a part of the overall Children Services budget.

Savings Last 4 Years			
11/12	£0k	12/13	£100k
13/14	£1,748k	14/15	£0k

Main Savings Items Description	
<ul style="list-style-type: none"><li>Early Help and Troubled Families – Review service for ways of maximising resources and possible closure of some children centres.</li></ul>	

<b>What is protected within service</b>	<ul style="list-style-type: none"><li>Troubled Families programme.</li><li>Minimum of three children centres.</li><li>Statutory services for children.</li><li>Some respite for disabled children.</li><li>Support for children not in education, employment or training.</li><li>Careers advice in schools.</li></ul>
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Savings proposals				
Saving			Value of Saving and Year(s)	
<b>Early Help and Troubled Families</b>			TOTAL: (£300k)	
<p>We now only have six children centres (reduced from 13) in the borough and the service has just undergone a restructure. However, further savings will need to be found through a combination of maximising Council (and partner) assets (e.g. co-location, use during out-of-hours etc.), clearly evidenced cost-avoidance savings, improved partnership working in the children centres and across other services, maximising potential through the Troubled Families programme which is grant-funded, closer working with the Voluntary and Community Sector and the community, exploring ways of generating income (e.g. nursery places), and increasing the number of volunteers. It should be noted that 50% of these services are non-statutory, but they do have the potential to provide immense value in terms of managing demand, early help, intervention and prevention, and strengthening communities. Therefore, any savings must be fully understood and mapped out to minimise the relative fallout and social impact.</p>			15/16	16/17
			(£300k)	

## Managing Demand – MD 5

Savings proposals					
Saving		Value of Saving and Year(s)			
<p>The Early Help service aims to support children and families through the delivery of universal services, through to the social care threshold. The service encompasses the Government’s Troubled Families outcomes of addressing school absence, anti-social behaviour, and worklessness.</p> <p>Future use of the children centres will be considered following an internal review of Council assets during this year.</p>					
TOTAL SAVINGS BY YEAR		TOTAL: (£300k)			
		15/16	16/17	17/18	18/19
				(£300k)	

<b>Reasons for recommending proposals</b>	<ul style="list-style-type: none"> <li>50% of these services are non-statutory, and we must aim to protect statutory services for children where possible. Hence this is a trade-off between making savings on non-statutory services or on statutory services.</li> <li>The Troubled Families programme has been very successful and building on this best practice work could lead to even better outcomes, as well as additional grant from central Government.</li> </ul>
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Identified Risks
<ol style="list-style-type: none"> <li>Further reductions in the number of children centres could impact on our ability to successfully deliver the (proposed) Early Help, Intervention and Prevention Strategy (due in December) and our demand management savings targets.</li> <li>Savings on non-statutory services could lead to exponentially increased demand (over and above the demographic trends) for statutory services which would lead to a net increase in budget pressures.</li> <li>The service has just gone through a restructure and further changes to the service might lead to good staff leaving and/or change fatigue.</li> <li>Aspirations relating to increased partnership working and income generation would be impacted if the number of children centres is reduced.</li> <li>Savings relating to utilising / increasing the number of volunteers will not be made if there are insufficient numbers of (suitable) volunteers.</li> <li>There is no guarantee that the Troubled Families Grant will continue beyond 2015/16.</li> </ol>

<b>Number of FTE in area</b>	81.45 FTEs.
<b>Anticipated reduction in FTE as a result of proposals</b>	<p>25 FTEs.</p> <p>This is a current estimate and is subject to further review and consultation.</p>



## Appendix A (ii)

### INCOME GENERATION AND SAVINGS PROPOSALS

#### Public Realm

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
PR 1	Streetcare	Public Realm Transformation Review		(500)		(500)
PR 2	Streetcare	Introduction of further Controlled Parking Zones		(250)	(250)	(500)
PR 3	Streetcare	Waste Minimisation (3 sacks plus recycling)		(500)	(500)	(1,000)
	<b>Sub Total</b>			<b>(1,250)</b>	<b>(750)</b>	<b>(2,000)</b>

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Management savings from the Transformation Project- Clean & Safe

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

Yes

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information
TBC

What is protected within the Service?	
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Main Savings Items Description
Reduction in management and associated overheads as a result of merging services and structures

Savings proposals				
Savings Details	Value of Saving and Year(s)			
The bringing together of public realm related activity (clean) and enforcement & safety function (safe), creates an opportunity to streamline management structures through the creation of an Environment Division. Management posts from tier 2 -4 inclusive will be part of the review. Although this review is yet to be carried out it is estimated that a reduction in management and associated costs could deliver £0.5m although it should be noted that this is an indicative figure at this stage in the process.	TOTAL: (500k)			
	15/16	16/17	17/18	18/19
			(500k)	
	TOTAL:			
	15/16	16/17	17/18	18/19
TOTAL SAVINGS BY YEAR	TOTAL: (500k)			
	15/16	16/17	17/18	18/19
			(500k)	

## Public Realm – PR 1

<b>Reasons for recommending proposals</b>	Reducing management posts whilst protecting front line supervisory and operative posts will not only deliver necessary savings but ensure the councils corporate priorities of Clean & Safe, remain. This process will also enable the remodelling of front line operations to maximise efficiency, and essential process prior to any external commissioning processes the council may wish to consider to drive further savings for the future.
<b>Identified Risks and Dependencies</b>	
<b>Risks</b> -Housing Tenants- may perceive the 'change' in caretaker function negatively	
<b>Dependencies</b> - Although not directed related to the management structure the introduction of mobile technology (in-cab) to deliver the projected efficiencies will require capital investment in the region of £0.25m.	

<b>Number of FTE in area :</b>	TBC
<b>Anticipated reduction in FTE as a result of proposals</b>	TBC

Submitted by			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
		Steve Moore	18.09.15
Reviewed by			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
Finance Business Partner			

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Parking & Traffic

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

Yes

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
<b>Current Budget Information</b>	
TBC	

What is protected within the Service?	N/A					
Main Savings Items Description						
Increased the borough coverage of Controlled Parking Zones (CPZ's) from approximately 10% to 30% and revising the fees and charges applied to resident, business and visitor permits						
Savings proposals						
Savings Details			Value of Saving and Year(s)			
<p>It is highly likely that the pending Parking Review will recommend the implementation of CPZ's to areas that not currently not covered. It is estimated that the percentage of coverage will increase from 10% to 30% and focus on expanding zones in areas that suffer from high levels of commuter parking and where on-street parking is already causing local tensions.</p> <p>The charges for permits are low compared with other authorities so increasing the level of costs would not be unreasonable especially with additional permits as there is currently not limit to the amount of permits issued per household which compounds the parking challenges in certain areas.</p> <p>The current income generated is approximately £300k per year. Therefore it a reasonable assumption to forecast additional revenue opportunities of £0.5m over a two year period.</p> <p>It should be noted that such a 'project' will require resourcing as the CPZ process requires an extensive local consultation process. These one off costs have not be included within this paper.</p>			TOTAL: (500k)			
			15/16	16/17	17/18	18/19
					(250k)	(250k)
TOTAL SAVINGS BY YEAR			TOTAL: (500k)			
			15/16	16/17	17/18	18/19
					(250k)	(250k)

## Public Realm – PR 2

<b>Reasons for recommending proposals</b>	The proposal not only creates an opportunity for the council to increase revenue streams but also helps to mitigate some of the tensions caused by parking in the borough.
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Identified Risks and Dependencies
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<p>Consultation- The implementation of a CPZ is currently dependant on a 'yes' vote from residents and businesses within the zone. If the consultation process delivers a 'no' vote the under the current formula it will not be possible to proceed and the predicted 'savings' for that particular zone will not be achieved.</p>
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<b>Number of FTE in area :</b>	N/A
<b>Anticipated reduction in FTE as a result of proposals</b>	N/A

Submitted by			
	Signature	Print Name	Date
		Steve Moore	18.09.15
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Waste Disposal (Residual and Green)- ELWA

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

☒ Yes

REPLACEMENT SAVING

☐

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information
TBC

What is protected within the Service?	N/A
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Main Savings Items Description
Reduction in forecasted waste tonnages and associated disposal costs

Savings proposals					
Savings Details		Value of Saving and Year(s)			
<p>Residual - There are currently no restrictions on the amount of waste that residents can present weekly for waste collection. Most collection authorities have introduced restrictions through the issuing of bins and a policy that states that side waste will not be collected. By introducing restrictions and complemented with a robust communications plan it is anticipated that residents will change their behaviour in respect of waste generation and the associated reduction in waste arisings will materialise.</p> <p>It should be noted that these ‘savings’ will be against the current growth predicted in the MTFs and not applied to the current base.</p> <p>The new arrangements will have to be in place for April 2016 to deliver the savings from a timing perspective due to the lag in the ELWA levy process.</p>		TOTAL: (1,000k)			
		15/16	16/17	17/18	18/19
				(500k)	(500k)
TOTAL SAVINGS BY YEAR		TOTAL: (1,000k)			
		15/16	16/17	17/18	18/19
				(500k)	(500k)

## Public Realm – PR 3

<b>Reasons for recommending proposals</b>	The costs of waste disposal are increasing year on year a minimising the amount of waste presented is the most beneficial way of delivering savings.
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<b>Identified Risks and Dependencies</b>
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Non-compliance- It will extremely difficult to 'police' non-compliance as it is recommend that excess waste will still be collected. Therefore the success of the savings is totally dependent of residents complying with the new arrangements which is why a robust communication plan is needed to maximise the opportunities of success.
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<b>Number of FTE in area :</b>	N/A
<b>Anticipated reduction in FTE as a result of proposals</b>	N/A

Submitted by			
	Signature	Print Name	Date
		Steve Moore	18.09.15
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

**INCOME GENERATION AND SAVINGS PROPOSALS****Innovation**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
In 1	Corporate	Interest linked to Council Housing Co. <sup>2</sup>		(300)		(300)
In 2	Corporate	Housing Development Co.- interest payments			(2,000)	(2,000)
In 3	Policy & Performance	Solar Park and Wind Farm Income Generation		(1,500)		(1,500)
	<b>Sub Total</b>			<b>(1,800)</b>	<b>(2,000)</b>	<b>(3,800)</b>

Note:

- 2      Templates are not provided in respect of these schemes which were approved last year.



**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Director of Communities and Resources	Corporate Financial Matters

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

X

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information
None

What is protected within the Service?	Not applicable
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Main Savings Items Description
Income generation from commercial activities – lending to Housing Development company

Savings proposals				
Savings Details		Value of Saving and Year(s)		
Additional Interest/dividends generated from Investment in Housing Development Company. The level of return required implies an investment in excess of £30m which be met from increased capital expenditure. The Council would fund this from internal or external borrowing dependent upon cashflows.		TOTAL: (2,000k)		
		15/16	16/17	17/18
		-	-	-
TOTAL SAVINGS BY YEAR		TOTAL: (£2,000k)		
		15/16	16/17	17/18
		-	-	-

Reasons for recommending proposals	The Council has already approved the creation of the Housing Development Company. The income generated form commercial activities of this kind would alleviate the pressures
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## Innovation – In 2

Identified Risks and Dependencies	
<p>Insufficient development sites identified within MTFS timescale.( see below)</p> <p>Changes in legislation impacting upon LA commercial and regeneration activities including restrictions on setting commercial rents.</p> <p>Slippage in the development phase of programmes causing slippage in revenues and cashflows.</p> <p>Two sites have been identified as being surplus to requirements and approval is sought to transfer these sites to the company in order to realise the development potential. These sites are:</p> <p>The former Nalگو building located in North Street Hornchurch and</p> <p>The Keswick Avenue car park Hornchurch.</p>	

<b>Number of FTE in area :</b>	None
<b>Anticipated reduction in FTE as a result of proposals</b>	None

Submitted by			
Service	Job Title	Print Name	Date
Communities and Resources	Corporate Finance and Strategy Manager	Mike Board	18 September 2015
Reviewed by			
Service	Job Title	Print Name	Date
Finance	Finance Business Partner		

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Pippa Brent-Isherwood   Head of Policy and Performance	Energy Strategy Team

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

X

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

What is protected within the Service?	
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Main Savings Items Description				
1 x 18MW solar park at Oakhill, on former farmland, plus 1 x 4MW at Gerpins lane – Detailed viability and financial models to be presented to CMT November 2015				
1 x 900 KW wind turbine at Bretons on land adjacent to Barking and Dagenham and 1 x 900 KW wind turbine off Ferry Lane Rainham. Wind Turbine proposals dependent on borough wide wind turbine consultation. Consultation must have been completed before any wind turbine project can proceed.				
Savings shown are current estimated cumulated savings and revenue income from all the above proposals.				
Savings proposals				
Savings Details			Value of Saving and Year(s)	
Revenue income			TOTAL: (1,500k)	
			15/16	16/17
				(1,500k)
TOTAL SAVINGS BY YEAR			TOTAL: (1,500k)	
			15/16	16/17
				(1,500k)

Reasons for recommending proposals	Detailed feasibility studies undertaken into the potential for renewable energy projects on Council owned land
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Identified Risks and Dependencies	
Individual sites will require detailed investigation in order to finalise the viability and size of each proposal, Planning permission required. Actual income will be dependent on Energy market.	

Number of FTE in area :	
Anticipated reduction in FTE as a result of proposals	

<u>Submitted by</u>			
Service	Job Title	Print Name	Date
Policy and Performance	Energy Strategy Officer	Mark Lowers	06/Oct/2015
<u>Reviewed by</u>			
Service	Job Title	Print Name	Date
Finance	Finance Business Partner		

**INCOME GENERATION AND SAVINGS PROPOSALS****Efficiency**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
Eff 1	oneSource	oneSource <sup>2</sup>		(252)	(338)	(590)
Eff 2	oneSource	oneSource down sizing and additional down sizing or income generation <sup>1</sup>		(400)	(500)	(900)
Eff 3	HRA	Adjustment to Internal Recharges (HRA) <sup>2</sup>		(25)	(25)	(50)
Eff 4	HRA	Housing Revenue Account	(800)	(110)	(90)	(1,000)
Eff 5	Culture & Leisure	My Place Efficiencies <sup>1</sup>		(50)		(50)
Eff 6	Economic Development	Economic Development Reduction or Income Generation <sup>1</sup>		(50)	(150)	(200)
Eff 7	Streetcare	Parks Waste Minimisation (Green Waste)		(100)	(100)	(200)
Eff 8	Culture & Leisure	Grounds Maintenance Efficiencies		(200)		(200)
Eff 9	Corporate	Back Office Efficiencies	(240)	(150)		(390)
Eff 10	Adults	DFG Capitalisation; Lean Review; Review of Equipment Services	(237)	(100)	(100)	(437)
Eff 11	Childrens	Fostering; Navigators; Early Education Inclusion Team	(80)	(100)	(200)	(380)
	<b>Sub Total</b>		<b>(1,357)</b>	<b>(1,537)</b>	<b>(1,503)</b>	<b>(4,397)</b>

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.
- 2 Templates are not provided in respect of these schemes which were approved last year.

## Efficiency – Eff 2

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Andrew Blake-Herbert	oneSource

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

☒

REPLACEMENT SAVING

☐

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information
The current net controllable oneSource budget is approx. £43m split between Newham (£26m) and Havering (£17m)

What is protected within the Service?	
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Main Savings Items Description					
oneSource shared service with LB Newham; the business case for this was approved by Council in November 2013. The creation of the shared service was expected to generate savings in the region of £10m in total, of which around £4m would fall to Havering.					
	Year 1 2014/15 (£000)	Year 2 2015/16 (£000)	Year 3 2016/17 (£000)	Year 4 2017/18 (£000)	Year 5 2018/19 (£000)
<b>Havering</b>	1,460	2,829	3,314	3,566	3,904
<b>Newham</b>	2,652	4,961	5,629	6,182	6,708
<b>TOTAL</b>	<b>4,112</b>	<b>7,790</b>	<b>8,943</b>	<b>9,748</b>	<b>10,612</b>
<p>Though there are risks around achieving this level of saving over a range of services and an extended period of time, it is now believed a higher level of savings will be delivered as the services and processes are harmonised across the two Councils, and to reflect the general reduction in the overall scale of operations across the Council. As a result of this, an additional £800k has been included within the budget strategy, spread equally over 2016/17 and the following year. These were set out in the Council Tax report in February 2015.</p> <p>There is also now an additional proposed saving target for 2018/19. As the level of funding available to the Council is reduced and the Council contracts, it seems only right that the back office is made to contribute further to those savings targets to continue to protect front facing services. To that end the Joint Committee will be asked to work up a plan to deliver a further £500k savings.</p>					

## Efficiency – Eff 2

Main Savings Items Description
<p>The oneSource business case was predicated on the basis of the two Councils sharing, although as the original business case spelt out, it was always hoped that oneSource would grow and take on new customers thereby generating a reduction in overhead costs for the two founding Councils and consequently delivering a greater level of saving. If oneSource can generate this saving by winning work, or getting new partners and therefore bringing down the cost then this can deliver further savings.</p>

Savings proposals				
Savings Details		Value of Saving and Year(s)		
Higher level of savings will be delivered as the services and processes they follow are harmonised across the two Councils, and to reflect the general reduction in the overall scale of operations across the Council.		TOTAL:		
		15/16	16/17	17/18
				(£400k)
As the level of funding available to the Council is reduced and the Council contracts, it seems only right that the back office is made to contribute further to those savings targets to continue to protect front facing services.		TOTAL:		
		15/16	16/17	17/18
				(£500k)
TOTAL SAVINGS BY YEAR		TOTAL:		
		15/16	16/17	17/18
				(£400k) (£500k)

<b>Reasons for recommending proposals</b>	Members have always wanted wherever possible to protect front facing services. As the Council's overall financial resources reduce, it is only reasonable that the back office should further contract and contribute to these savings.
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Identified Risks and Dependencies			
There are risks around achieving this level of saving over such a wide range of services and an extended period of time, but it is felt they are achievable.			
Number of FTE in area :			
Anticipated reduction in FTE as a result of proposals			
Submitted by			
	Signature	Print Name	Date
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Housing – Neil Stubbings	Housing Revenue Account

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

☒

REPLACEMENT SAVING

☐

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information
Finance to provide this

What is protected within the Service?	<ul style="list-style-type: none"> <li>Neil / Conway to provide this</li> </ul>
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Main Savings Items Description
<ul style="list-style-type: none"> <li>Maximise the efficient use of HRA funding – including recharges for relevant resources (that are providing housing support but are currently funded elsewhere) to the HRA.</li> </ul>

Savings proposals				
Savings Details		Value of Saving and Year(s)		
<b>HRA Garages from HRA to General Fund</b> An increased income target and possible revamp of garages (e.g. relocation) owned by the Council.		TOTAL: (£340k)		
		15/16	16/17	17/18
			(£140k)	(£110k)
				(£90k)
<b>CCTV Merger</b> Additional savings relating to this existing savings proposal (£45k previously committed).		TOTAL: (£250k)		
		15/16	16/17	17/18
			(£250k)	
<b>Energy Strategy Team</b> Recharge relevant General Fund spend to HRA.		TOTAL: (£20k)		
		15/16	16/17	17/18
			(£20k)	
<b>Community Safety Team</b> Recharge relevant General Fund spend to HRA.		TOTAL: (£140k)		
		15/16	16/17	17/18
			(£140k)	



<b>Social Workers</b> Recharge relevant General Fund spend to HRA.	TOTAL: (£90k)			
	15/16	16/17	17/18	18/19
		(£90k)		
<b>Youth Services</b> Recharge relevant General Fund spend to HRA.	TOTAL: (£100k)			
	15/16	16/17	17/18	18/19
		(£100k)		
<b>Occupational Therapists</b> Recharge relevant General Fund spend to HRA DFG.	TOTAL: (£60k)			
	15/16	16/17	17/18	18/19
		(£60k)		
TOTAL SAVINGS BY YEAR	TOTAL: (£1,000k)			
	15/16	16/17	17/18	18/19
		(£800k)	(£110k)	(£90k)

<b>Reasons for recommending proposals</b>	These items will maximise the use of the HRA (with legitimate items that can be funded from it) which will have no negative impact on front-line services.
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Identified Risks and Dependencies	
1. Potential reputational risk from tenants. 2. Housing services are generally experiencing budget pressures (not least due to commitments made at the last Budget Statement by the Chancellor) and demand will need to be managed to avoid significant over-spend and over-commitments on the HRA.	

<b>Number of FTE in area :</b>	264.6
<b>Anticipated reduction in FTE as a result of proposals</b>	None

Submitted by			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
		Neil Stubbings	
Reviewed by			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
Finance Business Partner			

## Efficiency – Eff 5

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	My Place Efficiencies

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
<b>AB1010 Allotments. Total</b>		<b>(9,710)</b>
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
<b>AB1020 Arts Services Total</b>		<b>410,700</b>
AB1030 Entertainments	Income	0
<b>AB1030 Entertainments Total</b>		<b>0</b>
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
<b>AB1040 Indoor Sports &amp; Recreation Total</b>		<b>2,092,360</b>
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
<b>AB1050 Parks &amp; Outdoor Sports Total</b>		<b>2,800,910</b>
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
<b>AB1060 Queen's Theatre Total</b>		<b>662,515</b>
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
<b>AB1070 Historic Buildings Total</b>		<b>89,590</b>
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
<b>AB1080 Grounds Maintenance DSO Total</b>		<b>853,400</b>
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
<b>AB1090 Social Halls &amp; Comm Ctrs Total</b>		<b>22,150</b>
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
<b>AB1100 Sports Dev &amp; Outdoor Ctrs Total</b>		<b>226,940</b>
AB1105 My Place Centres	Expenditure	445,080

## Efficiency – Eff 5

Current Budget Information			
	Income	(183,600)	
	Non-Controllable	56,270	
<b>AB1105 My Place Centres Total</b>		317,750	
AB1110 Supervision Management & Supp	Expenditure	165,630	
	Non-Controllable	45,060	
<b>AB1110 Supervision Management &amp; Supp Total</b>		210,690	
AB1125 Health and Wellbeing	Expenditure	109,840	
	Non-Controllable	32,190	
<b>AB1125 Health and Wellbeing Total</b>		142,030	
AB1135 Policy, Marketing and Administration	Expenditure	290,920	
	Non-Controllable	71,810	
<b>AB1135 Policy, Marketing and Administration Total</b>		362,730	
AB1160 Countryside Services	Expenditure	172,500	
	Income	(14,380)	
	Non-Controllable	38,460	
<b>AB1160 Countryside Services Total</b>		196,580	
AE2150 Music Services	Expenditure	652,330	
	Income	(567,800)	
	Non-Controllable	144,100	
<b>AE2150 Music Services Total</b>		228,630	
<b>Grand Total</b>		<b>8,607,265</b>	
Savings Last 4 Years			
11/12: OK	12/13: 50K	13/14: 265K	14/15: 338K

Main Savings Items Description
<ul style="list-style-type: none"> <li>• Re tender of the Sports and Leisure Management contract</li> <li>• Moving Stubbers onto a market rent</li> <li>• New business model -Music school</li> <li>• My place savings</li> </ul>

Savings proposals				
Saving	Value of Saving and Year(s)			
<b>My place efficiencies</b> These are efficiencies in the management of MyPlace by including the management of the MyPlace centre within the sports and leisure management retender. This saving is a saving in management capacity only.	TOTAL: (£50k)			
	15/16	16/17	17/18	18/19
			(£50k)	
TOTAL SAVINGS BY YEAR	TOTAL: (£50k)			
	15/16	16/17	17/18	18/19
			(£50k)	0

## Efficiency – Eff 5

Reasons for recommending proposals	<b>MyPlace efficiencies</b> <ul style="list-style-type: none"> <li>This is non-statutory provision for young people and these efficiencies reduce the cost of running the facility prior to including it in the contract retender and externalising its management. This is judged to be the most cost effective way of managing the centre in the future.</li> </ul>
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Identified Risks
<b>My place efficiencies</b> <ol style="list-style-type: none"> <li>Increased income may not materialise</li> <li>Leisure contract may not realise further savings</li> </ol>

Number of FTE in area	<b>Retender of the sports and leisure management contract :</b> <b>My Place efficiencies: 7 FTEs</b>
Anticipated reduction in FTE as a result of proposals	<b>My Place efficiencies: 1–2 FTEs</b>  These are current estimates and are subject to further review and consultation.

## Efficiency – Eff 6

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Economic Development – Tom Dobrashian	Economic Development includes Regeneration, inward investment, employment and skills, Infrastructure investment, town centre support and business development services

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB7630 Economic Regeneration	Expenditure	1,550,050
	Income	-28,100
	Non-Controllable	1,154,790
AB7630 Economic Regeneration Total		2,676,740
AB7670 Environmental Service	Expenditure	-7,950
AB7670 Environmental Service Total		-7,950
Grand Total		2,668,790

Savings Last 4 Years			
11/12: 85K	12/13: 210K	13/14: 205K	14/15: 268K

Main Savings Items Description	
<ul style="list-style-type: none"> <li>• <b>Development company</b> – establish this and generate an income stream</li> <li>• <b>Other savings</b>- staffing and other savings as the business development offer becomes established</li> </ul>	
What is protected within service	<p><b>Capacity to deliver a vibrant town centre in Romford</b></p> <ul style="list-style-type: none"> <li>• Securing an estimated £400m of public and private investment by 2020, through delivery of 1000 new homes (300 started by 2017), 2000 new jobs (800 in office sector by 2017), 1000 square metres of reconfigured retail space (250 square metres by 2017) and £5m public realm improvements.</li> <li>• Bring £2m of external funding into the borough from LEP/GLA and EU over the next two years.</li> <li>• Deliver a new Cross rail station and environment.</li> </ul> <p><b>Capacity to deliver London Riverside and Rainham</b></p> <ul style="list-style-type: none"> <li>• Deliver high quality housing and improve the economic base in London Riverside through achieving planning permission for 4000 new homes (initiating build on 1000 by 2017) and attracting 20 new businesses, bringing in over £1000m of secured investment by 2020. To include a new Beam Park station, and appropriate infrastructure support such as schools.</li> <li>• Improve transport links in the borough and improve traffic flows, to include securing a new bus service in the London Riverside by 2017.</li> </ul> <p><b>Capacity to improve smaller town centres and the green and blue infrastructure</b></p> <ul style="list-style-type: none"> <li>• Support Havering town centres, develop partnerships, attract funding and deliver an annual programme of events, including Christmas activities, attracting 10,000 people across 7 centres to maintain footfall at 2014 levels and keep retail vacancy rates below 10%.</li> <li>• Successfully attract £3m of new investment in Havering's green and blue infrastructure (in the next 3 years) that will promote growth and inward investment, support the visitor and leisure economy, increasing the ability of residents to have access to open space and the built and natural heritage</li> </ul>

## Efficiency – Eff 6

Main Savings Items Description				
<b>Business development</b> <ul style="list-style-type: none"> <li>Support the development of a strong business base in the borough by 2020: encouraging businesses to invest and expand by giving targeted support to 300 existing businesses (50 in first 2 years) to yield a 30% increase in turnover and establish 50 new businesses by 2017.</li> <li>Attracting in businesses across Havering with an emphasis on Romford and London Riverside.</li> <li>Improve the skills levels of Havering residents through improving the match of skills provision to business needs and implement a Harold Hill employment/skills programme which will reduce unemployment by 10% over the next two years.</li> </ul>				
Savings proposals				
Saving			Value of Saving and Year(s)	
<b>Other savings</b>			TOTAL (£200K)	
This is a mixture of staffing and other savings as the service refocuses following recent restructure and the business development offer becomes more established. This includes 'charging' officer time in the delivery of capital & other projects			15/16	16/17
			(50k)	(150k)
TOTAL SAVINGS BY YEAR			TOTAL (200k)	
			15/16	16/17
			(50k)	(150k)
<b>Reasons for recommending proposals</b>			<b>Staffing and other savings</b> <ul style="list-style-type: none"> <li>There are currently a wide range of opportunities to secure investment into this area and to support local businesses by securing London wide funding. Major projects include making the most of Crossrail regeneration &amp; development opportunities, inward investment around London Riverside, securing early delivery of Beam Park station, supporting Havering Businesses to grow and European and LEP funding opportunities Over time the staffing required to do this should reduce and/ or be chargeable to projects or capital funding. Funding for events is also being reduced.</li> </ul>	

Identified Risks	
<b>Staffing and other savings</b> <ol style="list-style-type: none"> <li>The risk that demand for support from the council increases rather than stabilises and becomes self-supporting.</li> <li>The risk that no other capital funding is available.</li> <li>The risk that funders resist the ability to charge officer time to the delivery of projects.</li> </ol>	
<b>Number of FTE in area</b>	18 FTE
<b>Anticipated reduction in FTE as a result of proposals</b>	3 FTE – this is a current estimate and is subject to further review and consultation.

## Efficiency – Eff 7

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Park Waste Minimisation

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

Yes

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
<b>Current Budget Information</b>	
TBC	

What is protected within the Service?		N/A				
Main Savings Items Description						
Reduction in forecasted waste tonnages and associated disposal costs						
Savings proposals						
Savings Details			Value of Saving and Year(s)			
Green - The purchase of a shredder to compost waste will result in a reduction of waste arisings presented to ELWA.			TOTAL: (200k)			
			15/16	16/17	17/18	18/19
					(100k)	(100k)
TOTAL SAVINGS BY YEAR			TOTAL: (200k)			
			15/16	16/17	17/18	18/19
					(100k)	(100k)
Reasons for recommending proposals	The costs of waste disposal are increasing year on year a minimising the amount of waste presented is the most beneficial way of delivering savings.					
Identified Risks and Dependencies						
Non-compliance- It will extremely difficult to ‘police’ non-compliance as it is recommend that excess waste will still be collected. Therefore the success of the savings is totally dependent of residents complying with the new arrangements which is why a robust communication plan is needed to maximise the opportunities of success.						
Number of FTE in area :			N/A			
Anticipated reduction in FTE as a result of proposals			N/A			

## Efficiency – Eff 7

<b>Submitted by</b>			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
		Steve Moore	18.09.15
<b>Reviewed by</b>			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
Finance Business Partner			



## Efficiency – Eff 8

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

<b>Simon Parkinson - Service Head</b>	<b>Parks and Open Spaces</b>
	Grounds Maintenance Efficiencies

<b>Is this a New or REPLACEMENT Savings Item?</b>	Please indicate by ticking Box below
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NEW SAVING

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REPLACEMENT SAVING

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<b>IF REPLACEMENT Saving show the Original Savings Item that is being replaced.</b>	
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**Current Budget Information**

Cost Centre	Original Budget
A20100 Allotments Total	(10,530)
A20495 Hall Lane Mini Golf Course Total	(130)
A20500 Parks&Open Spaces Gen Exp Total	1,741,530
A20510 Parks-Misc Props Total	(8,240)
A20525 Hainault Forest Golf Course Total	(100,000)
A20530 Bowling Greens & Surrounds Total	(51,500)
A20540 Parks & Open Spaces Income Total	(60,300)
A20545 Bretons Outdoor Rec Ctre Total	1,810
A20560 Forest Lodge Total	(21,020)
A20565 Pitch Letting Inc-New Cont Total	(94,770)
A20570 Westlands Total	17,810
A20700 Heritage Total	77,630
A20710 Tithe Barn Total	1,710
A20720 Upminster Windmill Total	980
A20800 Grounds Maintenance Total	108,310
A20810 CAC Grounds Maintenance Management Total	165,630
A20820 Grounds Maint Homes & Housing Total	246,420
A20830 Ground Maint - Streetcare Total	(267,550)
A20850 Parks Maintenance Total	64,400
A21150 Parks & Open Spaces Man'Mnt Total	232,560
A21200 Parks Protection Total	336,640
A21600 Havering Country Park Total	85,410
A21610 Hornchurch Country Park Total	82,820
A26705 Countryside Management Total	73,820
There are other Cost Centres in the parks area but these have a 0 budget.	

## Efficiency – Eff 8

What is protected within the Service?	No areas are protected
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Main Savings Items Description				
Cost Centre	Subjective	Estimated 2017-18 Budget	Cost Saving	Revised Budget
A20500 Parks&Open Spaces Gen Exp	621180 RESPONSIVE REPAIRS - BUILDING	10,150	5,150	5,000
A20500 Parks&Open Spaces Gen Exp	621540 GROUNDS MAINTENANCE	1,754,298	140,000	1,614,298
A20500 Parks&Open Spaces Gen Exp	641940 TREE WORKS	60,900	10,900	50,000
Income from Broxhill Sports Centre	520080 COMMERCIAL RENTS (INCOME)	-15,225	15,225	-30,450
A20700 Heritage	621180 RESPONSIVE REPAIRS - BUILDING	31,370	15,370	16,000
A20700 Heritage	641340 GENERAL OFFICE EXPENSES	505	505	-0
A20800 Grounds Maintenance	581300 RECHARGES - INCOME FROM OTHER	-1,753,711	-140,000	-1,613,711
A20820 Grounds Maint Homes & Housing	611060 OVERTIME	47,854	17,854	30,000
A20820 Grounds Maint Homes & Housing	611140 AGENCY STAFF	174,201	60,000	114,201
A20820 Grounds Maint Homes & Housing	621540 GROUNDS MAINTENANCE	16,700	10,700	6,000
A20820 Grounds Maint Homes & Housing	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	15,762	2,762	13,000
A20820 Grounds Maint Homes & Housing	641240 CLOTHES, UNIFORM AND LAUNDRY	2,102	712	1,390
A20830 Ground Maint - Streetcare	611140 AGENCY STAFF	116,271	16,271	100,000
A20830 Ground Maint - Streetcare	621540 GROUNDS MAINTENANCE	76,195	26,195	50,000
A20830 Ground Maint - Streetcare	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	14,506	4,506	10,000
A20830 Ground Maint - Streetcare	641240 CLOTHES, UNIFORM AND LAUNDRY	2,102	1,000	1,102
A21150 Parks & Open Spaces Man'Mnt	631220 PUBLIC TRANSPORT FOR STAFF	453	453	0
A21150 Parks & Open Spaces Man'Mnt	631260 CAR ALLOWANCES	3,152	251	2,901
A21200 Parks Protection	611140 AGENCY STAFF	85,076	10,076	75,000
A21600 Havering Country Park	621180 RESPONSIVE REPAIRS - BUILDING	834	834	0
A21600 Havering Country Park	621500 WATER AND SEWERAGE	556	556	0
A21610 Hornchurch Country Park	651780 PRIVATE CONTRACTORS PAYMENT - OTHER	680	680	-0
<b>Grand Total</b>		<b>2,753,483</b>	<b>200,000</b>	<b>2,553,483</b>

Savings proposals				
Savings Details		Value of Saving and Year(s)		
As above		TOTAL: (200k)		
		15/16	16/17	17/18
				(200k)
TOTAL SAVINGS BY YEAR		TOTAL: (200k)		
		15/16	16/17	17/18
				(200k)

Reasons for recommending proposals	The savings proposed offer the minimal impact to service delivery standards. They represent a number of small efficiency savings that can be made within the services budgets.
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## Efficiency – Eff 8

Identified Risks and Dependencies			
Cost Centre	Subjective	Risks and dependencies	
A20500 Parks&Open Spaces Gen Exp	621180 RESPONSIVE REPAIRS - BUILDING	Fewer repairs to buildings taking place - buildings could become dangerous and need to be decommissioned	
A20500 Parks&Open Spaces Gen Exp	621540 GROUNDS MAINTENANCE	Reduction in Grounds Maintenance standards less litter collection less grass cutting less path sweeping	
A20500 Parks&Open Spaces Gen Exp	641940 TREE WORKS	Less tree works carried . Increases the risk of litigation on trees falling and damaging property or injuring people.	
Income from Broxhill Sports Centre	520080 COMMERCIAL RENTS (INCOME)	New income stream given as a saving	
A20700 Heritage	621180 RESPONSIVE REPAIRS - BUILDING	Fewer repairs to buildings taking place - buildings could become dangerous and need to be decommissioned	
A20700 Heritage	641340 GENERAL OFFICE EXPENSES	These costs will be met in the Parks General cost centre	
A20800 Grounds Maintenance	581300 RECHARGES - INCOME FROM OTHER	Reduced income from Client see A20500 621540 above	
A20820 Grounds Maint Homes & Housing	611060 OVERTIME	Fewer tasks to be completed using overtime	
A20820 Grounds Maint Homes & Housing	611140 AGENCY STAFF	Reduction in Grounds Maintenance standards grass cutting season shortend at either end of the season or frequency of cut amended to require less staffing	
A20820 Grounds Maint Homes & Housing	621540 GROUNDS MAINTENANCE	Reduce the amount of materials purchased to use on Housing sites.	
A20820 Grounds Maint Homes & Housing	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	Reduce the amount of equipment and furniture purchased to use on Housing sites resulting in older equipment being used and more breakdowns occurring.	
A20820 Grounds Maint Homes & Housing	641240 CLOTHES, UNIFORM AND LAUNDRY	Uniform clothing will need to last longer periods. Only replaced when required.	
A20830 Ground Maint - Streetcare	611140 AGENCY STAFF	Reduction in Grounds Maintenance standards grass cutting season shortened at either end of the season or frequency of cut amended to require less staffing	
A20830 Ground Maint - Streetcare	621540 GROUNDS MAINTENANCE	Reduce the amount of materials purchased to use on Streetcare sites.	
A20830 Ground Maint - Streetcare	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	Reduce the amount of equipment and furniture purchased to use on Streetcare sites resulting in older equipment being used and more breakdowns occurring.	
A20830 Ground Maint - Streetcare	641240 CLOTHES, UNIFORM AND LAUNDRY	Uniform clothing will need to last longer periods. Only replaced when required.	
A21150 Parks & Open Spaces Man'Mnt	631220 PUBLIC TRANSPORT FOR STAFF	Staff will use their own vehicles or works vehicles	
A21150 Parks & Open Spaces Man'Mnt	631260 CAR ALLOWANCES	Staff will use their own vehicles or works vehicles	
A21200 Parks Protection	611140 AGENCY STAFF	A reduction in the amount of emergency additional cover able to be used for high usage periods such as events of Bank holiday weekends.	
A21600 Havering Country Park	621180 RESPONSIVE REPAIRS - BUILDING	Reducing this budget may lead to items remaining unrepaired for a long time, ie fences gates and building repairs.	
A21600 Havering Country Park	621500 WATER AND SEWERAGE	This will be picked up in the Parks General Cost Centre	
A21610 Hornchurch Country Park	651780 PRIVATE CONTRACTORS PAYMENT - OTHER	Works will be carried out by the Park Rangers	
Number of FTE in area :		70	
Anticipated reduction in FTE as a result of proposals		0	
Submitted by			
Service	Job Title	Print Name	Date
Parks and Open Spaces	Parks and Open Spaces Manager	Martin Stanton	24.09.15
Reviewed by			
Service	Job Title	Print Name	Date
Finance	Finance Business Partner		

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Andrew Blake-Herbert	Back Office Efficiencies

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

X

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
Current Budget Information	

What is protected within the Service?	
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Main Savings Items Description
<p>There are two elements to this savings proposal:</p> <p>Firstly the removal of a transformation pot that is in the base budget that has been used to support additional posts to help deliver the change the organisation has been required to go through. At this point this can be released on a phased basis, as existing projects come to an end.</p> <p>Secondly the remove of two posts from the support services to both the CE and Deputy CE Communities and Resources, as post become vacant over the coming time period.</p>

Savings proposals				
Savings Details		Value of Saving and Year(s)		
Transformation pot that has been used to support additional posts to help deliver the change the organisation can be released on a phased basis, as existing projects come to an end.		TOTAL: (£250k)		
		15/16	16/17	17/18
			(£100k)	(£150k)
As posts become vacant remove the role and do not replace.		TOTAL: (140k)		
		15/16	16/17	17/18
			(£140k)	
TOTAL SAVINGS BY YEAR		TOTAL: (£390k)		
		15/16	16/17	17/18
			(£240k)	(£150k)

<b>Reasons for recommending proposals</b>	These savings can be made without detriment to front line service areas.
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<b>Identified Risks and Dependencies</b>	
There is a risk that there will be insufficient capacity to manage the existing workloads and support the change the Council will need to implement but these have been considered and it is felt this risk is not significant at this stage.	

<b>Number of FTE in area :</b>	5
<b>Anticipated reduction in FTE as a result of proposals</b>	2

<b>Submitted by</b>			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
<b>Reviewed by</b>			
	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
Finance Business Partner			

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Adults – Barbara Nicholls	Adult Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

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REPLACEMENT SAVING

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IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information					
Activity	Subjective	Revised Budget	Cost Centre	Subjective	Revised Budget
A4610E Quality & Brokerage	<b>Expenditure Total</b>	1,547,509	A32400 Adaptations	<b>Expenditure Total</b>	230,400
A4610E Quality & Brokerage	<b>Non-Controllable Total</b>	200,660	A32400 Adaptations	<b>Non-Controllable Total</b>	34,470
<b>A4610E Quality &amp; Brokerage Total</b>		<b>1,748,169</b>	A32410 PD Equipment	<b>Expenditure Total</b>	424,210
			A32410 PD Equipment	<b>Non-Controllable Total</b>	8,800
			<b>Adaptations &amp; PD Equipment</b>		<b>697,880</b>
<b>What is protected within the Service?</b> <ul style="list-style-type: none"> <li>• Statutory services for older people and their carers.</li> <li>• Statutory services for younger adults and their carers.</li> <li>• Care Act 2014 requirements / new burdens such as the 'wellbeing' principle.</li> <li>• Better Care Fund commitments (with Health).</li> </ul>					

Main Savings Items Description
<ul style="list-style-type: none"> <li>• LEAN Review – of the brokerage service and financial assessments team.</li> <li>• Equipment Service – service review including Health.</li> <li>• Disabled Facilities Grant (DFG) capitalisation – further opportunities identified relating to the DFG.</li> </ul>

Savings proposals				
Savings Details		Value of Saving and Year(s)		
<b>LEAN Review</b> Bespoke LEAN review of the brokerage and financial assessments teams. This could result in reducing a number of posts from 17/18. This item will look to build on the success of recent LEAN reviews in the build-up to the launch of the Care Act (April 2015) where significant efficiencies were realised to free-up staff capacity to take on the new statutory requirements of the Act.		TOTAL: (£100k)		
		15/16	16/17	17/18
				(£100k)
<b>Equipment Service</b>		TOTAL: (£100k)		

**Savings proposals**

Review principles, policy and practice to include Health spend as well. There is likely to be some savings from this review although it is difficult to anticipate what these might be until the review starts.

15/16	16/17	17/18	18/19
			(£100k)

**DFG Capitalisation**

Capitalisation of this budget due to historical underspends in DFG budgets (not part of the £1m HRA savings identified in Housing Services). This item is linked to the existing £110k savings relating to DFG (review of the two teams that undertake adaptations to properties).

TOTAL: (£237k)

15/16	16/17	17/18	18/19
	(£237k)		

TOTAL SAVINGS BY YEAR

TOTAL: (£437k)

15/16	16/17	17/18	18/19
	(£237k)	(£100k)	(£100k)

**Reasons for recommending proposals**

These items are about maximising efficiency / value for money of existing services, whilst minimising any negative impact for our service users.

**Identified Risks and Dependencies**

1. Dependent on demand remaining stable for the above services (an unexpected increase in demand will increase the spend on these statutory services).
2. The previous LEAN reviews did not reduce the number of staff but instead increased capacity to enable staff to take on additional responsibilities as the Care Act came into effect (April 2015). Therefore reducing FTE from this LEAN review is a risk.
3. Potential for reduced resilience, cover and business continuity as services become leaner.

Number of FTE in area :

166.6

Anticipated reduction in FTE as a result of proposals

Approx. 2.0

**Submitted by**

	Signature	Print Name	Date
Director of Adults & Health Service		Barbara Nicholls	08/10/2015
<b>Reviewed by</b>			
	Signature	Print Name	Date
Finance Business Partner		Rav Nijjar	08/10/2015

## Efficiency – Eff 11

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
CYPS – Tim Aldridge L&A – Mary Phillips	Children's Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

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REPLACEMENT SAVING

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IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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**Current Budget Information**

Activity	Subjective	Revised Budget	Activity	Subjective	Revised Budget
A4225E Existing Placements	Expenditure Total	7,987,180	A4260E Early Help	Expenditure Total	4,852,537
A4225E Existing Placements	Income Total	(216,370)	A4260E Early Help	Income Total	
A4225E Existing Placements	Non-Controllable Total	448,110	A4260E Early Help	Non-Controllable Total	(621,500)
<b>A4225E Existing Placements Total</b>		<b>8,218,920</b>	<b>A4260E Early Help Total</b>		<b>4,231,037</b>
A4238E Permanent Placement Allowances	Expenditure Total	1,203,366			
A4238E Permanent Placement Allowances	Income Total				
A4238E Permanent Placement Allowances	Non-Controllable Total	33,460			
<b>A4238E Permanent Placement Allowances</b>		<b>1,236,826</b>			
Cost Centre	Subjective	Revised Budget			
A33245 Early Years Alternative Provision Incl LAC	Salaries Total	222,174			
<b>Early Years Alternative provision</b>		<b>222,174</b>			

What is protected within the Service?	<ul style="list-style-type: none"> <li>• Troubled Families programme.</li> <li>• Minimum of three children centres.</li> <li>• Statutory minimum services for children and Education</li> <li>• Some respite for disabled children.</li> <li>• Support for children not in education, employment or training.</li> <li>• Statutory IAG support for children not in education, employment or training.</li> </ul>
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## Efficiency – Eff 11

Main Savings Items Description
<ul style="list-style-type: none"> <li>Adoption and Fostering – possible consortium model across multiple local authorities, plus more in-house fostering</li> <li>Junior Attendance Centre – potential for selling places to other local authorities</li> <li>Cluster Navigators – demand management pilot</li> <li>Early Education Inclusion Team – Early Years – New ways of working and Service delivery</li> </ul>

Savings proposals					
Savings Details		Value of Saving and Year(s)			
<b>Adoption and Fostering</b> More in-house fostering for looked after children and tackling remand issues. There may also be savings from the Government consultation, which could result in a consortium model to recruit adopters across multiple local authorities. It is difficult to anticipate what these savings might be (and when they will be realised) at present.		TOTAL: (£100k)			
		15/16	16/17	17/18	18/19
					(£100k)
<b>Cluster Navigators</b> The “cluster navigator” is a demand management pilot; the role will be the main conduit and sign-poster to local services for a cluster of early years’ settings and schools, and a resource to map untapped local community support. The proposed outcomes for this pilot project are a diminishing call on statutory services and increased resilience in the educational settings to manage the needs of vulnerable children and young people. If successful, this model could be rolled out across all clusters with the potential to be funded, at least in part, via the DSG. This item should result in both cashable and cost-avoidance savings but the magnitude of these will not be evident until the pilot is complete. The pilot will also look to improve on-line information about local community resources which will help deliver channel shift.		TOTAL: £200k			
		15/16	16/17	17/18	18/19
				(£100k)	(£100k)
<b>Early Education Inclusion Team</b> Education Inclusion Team – Early Years – new ways of working and service reorganisation.		TOTAL: (£80k)			
		15/16	16/17	17/18	18/19
			(£80k)		
TOTAL SAVINGS BY YEAR		TOTAL: (£380k)			
		15/16	16/17	17/18	18/19
			(£80k)	(£100k)	(£200k)

<b>Reasons for recommending proposals</b>	These items are about maximising efficiency / value for money of existing services, whilst minimising any negative impact for our service users. There is a strong underlying theme of collaboration and partnership working within the first three items.
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## Efficiency – Eff 11

Identified Risks and Dependencies	
1.	Demand across children's services has been increasing in recent years and Havering has become the biggest net importer of children and families across London. If this demand does not begin to stabilise or reduce the likelihood of achieving some of these savings is significantly at risk.
2.	There was an over-spend in the DSG in 2014/15 for the first time and this could put at risk the potential funding opportunity from the 'Cluster Navigators' pilot.
3.	The PIP (Parents in Partnership) element of the Early Education Inclusion Team is effective at minimising legal challenges (especially when compared to other local authorities) and therefore provides a cost-avoidance saving to the Council. The effectiveness of this could be at risk as the number of staff reduce / expertise is lost.

Number of FTE in area :	CYPS: 213.8 / L&A: 298.7
Anticipated reduction in FTE as a result of proposals	Approx. 2.0

Submitted by			
	Signature	Print Name	Date
Assistant Director of Children Services		Tim Aldridge	08/10/2015
Assistant Director of Learning & Achievement		Mary Phillips	08/10/2015
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner		Rav Nijjar	08/10/2015

**INCOME GENERATION AND SAVINGS PROPOSALS****Income**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total
			16/17 £000s	17/18 £000s	18/19 £000s	£000s
Inc 1	Corporate	Council Tax Base Increase <sup>2</sup>		(480)	(480)	(960)
Inc 2	Corporate	Council Tax Base- Further Increase		(500)	(500)	(1,000)
Inc 3	Culture & Leisure	Stubbers <sup>1</sup>		(70)		(70)
Inc 4	Economic Development	Housing Company Profit <sup>1</sup>			(300)	(300)
Inc 5	Corporate	2% CT rise each year <sup>2</sup>		(1,915)	(1,915)	(3,830)
Inc 6	Communities & Resources	Income Generation (Cems & Crems)	(500)	(500)		(1,000)
Inc 7	Corporate	External Finance - New Homes Bonus		(2,000)	(1,000)	(3,000)
Inc 8	Childrens	Attendance Centre Places	(40)			(40)
Inc 9	Asset Management	Commercial Property Income		(100)		(100)
	<b>Sub Total</b>		<b>(540)</b>	<b>(5,565)</b>	<b>(4,195)</b>	<b>(10,300)</b>

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.
- 2 Templates are not provided in respect of these schemes which were approved last year.

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Corporate - Mike Board	Council Tax Base – further increase

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
--	--------------------------------------

NEW SAVING

☒

REPLACEMENT SAVING

☐

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information		
Service	Subjective	Revised Budget
A5700C External Finance	701440 COUNCIL TAX PRECEPT	(101,311,085)
		(101,311,085)

What is protected within the Service?	N/A				
Main Savings Items Description					
Over the past 5 years, the taxbase has increased by approximately 0.5% per year which is forecast to continue in both 17/18 and 18/19. This is subject to government policy as any changes in discounts, appeals or exemptions could potentially impact any increase in taxbase.					
Savings proposals					
Savings Details		Value of Saving and Year(s)			
There are currently 1200 properties currently being built or awaiting completion notices which will come into rating over the next three years. With the current economy looking strong, an increase of 0.5% can be achieved in both 17/18 and 18/19 which would raise approximately 500k a year.		TOTAL: (1,000k)			
		15/16	16/17	17/18	18/19
				(500k)	(500k)
		TOTAL:			
		15/16	16/17	17/18	18/19
TOTAL SAVINGS BY YEAR		TOTAL: (1,000k)			
		15/16	16/17	17/18	18/19
				(500k)	(500k)

<b>Reasons for recommending proposals</b>	Council Tax is a stable form of income which does not have any significant impact on service delivery. A 0.5% increase is consistent with trends in previous years which have been achieved to date
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### Identified Risks and Dependencies

#### Risks

The council's taxbase is based on the expected number of properties, exemptions, discounts and collection rates for the forthcoming financial year. There are a number of risks associated with the calculation including the shift in the profile of discounts, changes in government policy and collection rates which can have a significant impact of council tax yield

#### Dependencies

Council tax in recent years has been under scrutiny by government over which has seen a number of changes due to changes in government policy. This is likely to continue as any changes in benefits have a knock on impact to the taxbase.

<b>Number of FTE in area :</b>	0
<b>Anticipated reduction in FTE as a result of proposals</b>	0

Submitted by			
	Signature	Print Name	Date
Corporate Development Accountant	Mark Jarvis	Mark Jarvis	17/09/2015
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Stubbers Outdoor Activity Centre

**Current Budget Information**

Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
<b>AB1010 Allotments. Total</b>		<b>(9,710)</b>
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
<b>AB1020 Arts Services Total</b>		<b>410,700</b>
AB1030 Entertainments	Income	0
<b>AB1030 Entertainments Total</b>		<b>0</b>
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
<b>AB1040 Indoor Sports &amp; Recreation Total</b>		<b>2,092,360</b>
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
<b>AB1050 Parks &amp; Outdoor Sports Total</b>		<b>2,800,910</b>
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
<b>AB1060 Queen's Theatre Total</b>		<b>662,515</b>
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
<b>AB1070 Historic Buildings Total</b>		<b>89,590</b>
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
<b>AB1080 Grounds Maintenance DSO Total</b>		<b>853,400</b>
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
<b>AB1090 Social Halls &amp; Comm Ctrs Total</b>		<b>22,150</b>
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
<b>AB1100 Sports Dev &amp; Outdoor Ctrs Total</b>		<b>226,940</b>
AB1105 My Place Centres	Expenditure	445,080
	Income	(183,600)

## Income – Inc 3

	Non-Controllable	56,270	
<b>AB1105 My Place Centres Total</b>		<b>317,750</b>	
AB1110 Supervision Management & Supp	Expenditure	165,630	
	Non-Controllable	45,060	
<b>AB1110 Supervision Management &amp; Supp Total</b>		<b>210,690</b>	
AB1125 Health and Wellbeing	Expenditure	109,840	
	Non-Controllable	32,190	
<b>AB1125 Health and Wellbeing Total</b>		<b>142,030</b>	
AB1135 Policy, Marketing and Administration	Expenditure	290,920	
	Non-Controllable	71,810	
<b>AB1135 Policy, Marketing and Administration Total</b>		<b>362,730</b>	
AB1160 Countryside Services	Expenditure	172,500	
	Income	(14,380)	
	Non-Controllable	38,460	
<b>AB1160 Countryside Services Total</b>		<b>196,580</b>	
AE2150 Music Services	Expenditure	652,330	
	Income	(567,800)	
	Non-Controllable	144,100	
<b>AE2150 Music Services Total</b>		<b>228,630</b>	
<b>Grand Total</b>		<b>8,607,265</b>	
<b>Savings Last 4 Years</b>			
11/12: 0K	12/13: 50K	13/14: 265K	14/15: 338K

Main Savings Items Description				
<ul style="list-style-type: none"> <li>Re tender of the Sports and Leisure Management contract</li> <li>Moving Stubbers onto a market rent</li> <li>New business model -Music school</li> <li>My place savings</li> </ul>				
Savings proposals				
Saving			Value of Saving and Year(s)	
<b>Market rent – Stubbers Outdoor Centre</b> The rent on this facility has been at peppercorn level for the last 18 years. This proposal is to renegotiate for a market rent for the facility when the lease runs out in 2015/16and/or take the facility back in house and manage it via the leisure centre contract			TBA – Commercial in confidence	
TOTAL SAVINGS BY YEAR			TOTAL:	
			15/16	16/17
			17/18	18/19
			(70k)	0
Reasons for recommending proposals		<b>Stubbers Outdoor centre</b> <ul style="list-style-type: none"> <li>This is applying the Council's current policy at the end of the existing lease;</li> </ul>		

## Income – Inc 3

Identified Risks	
<b>Stubbers outdoor centre</b>	
<ol style="list-style-type: none"> <li>1. Current tenant may not renew lease on proposed terms</li> <li>2. No detail available on potential yield as a further part of the Leisure contract if that fall back utilised</li> </ol>	

<b>Number of FTE in area</b>	
<b>Anticipated reduction in FTE as a result of proposals</b>	



## Income – Inc 4

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Economic Development – Tom Dobrashian	Economic Development includes Regeneration, inward investment, Employment and skills, Infrastructure investment, town centre support, and business development services

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB7630 Economic Regeneration	Expenditure	1,550,050
	Income	-28,100
	Non-Controllable	1,154,790
AB7630 Economic Regeneration Total		2,676,740
AB7670 Environmental Service	Expenditure	-7,950
AB7670 Environmental Service Total		-7,950
Grand Total		2,668,790

Savings Last 4 Years			
11/12: 85K	12/13: 210K	13/14: 205K	14/15: 268K

Main Savings Items Description	
<ul style="list-style-type: none"> <li><b>Development company</b> – establish this and generate an income stream</li> <li><b>Other savings</b>- staffing and other savings as the business development offer becomes established</li> </ul>	
What is protected within service	<p><b>Capacity to deliver a vibrant town centre in Romford</b></p> <p><b>Capacity to deliver London Riverside and Rainham</b></p> <p><b>Capacity to improve smaller town centres and the green and blue infrastructure</b></p> <p><b>Business development</b></p> <p>- see Appendix iv</p>

Savings proposals				
Saving		Value of Saving and Year(s)		
<b>Development company</b>		TOTAL (£300k)		
A proposition to establish a council led development company is being developed by Regeneration, Resources and Housing staff. This is an arms-length body which would develop housing for sale. It is anticipated that if the business case is approved it will deliver a revenue stream by 2018.		15/16	16/17	17/18
				18/19
				(300k)
<b>TOTAL SAVINGS BY YEAR</b>		TOTAL (300k)		
		15/16	16/17	17/18
				18/19
				(300k)

## Income – Inc 4

<b>Reasons for recommending proposals</b>	<b>Development company</b> <ul style="list-style-type: none"> <li>• This is a good opportunity for the Council to shape the delivery of development to the benefit of the Council and local residents and secure a revenue return</li> <li>• Similar companies have been established in neighbouring boroughs and elsewhere have taken advantage of investment opportunities.</li> </ul>
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<b>Identified Risks</b>
<b>Development company</b> <ol style="list-style-type: none"> <li>1. The risk that the business case is not agreed and the development company is not established</li> <li>2. The risk that the development company does not make the anticipated rate of return</li> <li>3. The risk of another economic downturn or major change to the housing market</li> </ol>

<b>Number of FTE in area</b>	
<b>Anticipated reduction in FTE as a result of proposals</b>	

## Income – Inc 6

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Andrew Blake-Herbert	Finance – Cemetery capital payoff

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

X

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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**Current Budget Information**

What is protected within the Service?	
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**Main Savings Items Description**

Savings proposals					
Savings Details		Value of Saving and Year(s)			
A review of the Cemetery Service has highlighted that for the Service to sustain its quality, viability and operational model a significant fee increase on main burial fees is justified. The proposed fee increase will further support the need for the Service to recover future maintenance costs of running the Cemeteries.		TOTAL:			
		15/16	16/17	17/18	18/19
			(£150K)	(£100K)	
Similarly, a review of the cremation fees has identified that the service could similarly bear an increase.		TOTAL:			
		15/16	16/17	17/18	18/19
			(£200K)	(£50K)	
Review and rationalisation of a number of fees and charges. This will both simplify the complexity for the public and staff to be able to understand but also enable		TOTAL:			
		15/16	16/17	17/18	18/19
			(£150K)	(£350K)	
TOTAL SAVINGS BY YEAR		TOTAL:			
		15/16	16/17	17/18	18/19
			(£500K)	(£500K)	

## Income – Inc 6

<b>Reasons for recommending proposals</b>	<p>A range of potential in year fees increases was scoped, taking account of benchmark data about other cemeteries and crematoria fees and thereby the extent to which these would generate competition patterns which would be likely to undermine Havering's operating model.</p> <p>It was concluded that were there to be no increase in fees, harm would be caused to the sustainability of this important, high profile front line service including the viability involved in meeting the costs of future maintenance.</p> <p>Consideration was also given to whether the “discount” offered to Havering residents (non-residents are charged double) should continue. It was concluded that, at this time, eliminating this discount would be a retrograde step.</p>
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Identified Risks and Dependencies
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<p>There is a risk in that a fee increase could negatively impact upon the customer's choice to use Havering's Cemeteries or Crematorium. This risk has been assessed and it is considered that the locational and qualitative advantages of the services and sites offered mean there is unlikely to be a marked impact competition from other cemeteries and crematoria. This will however be closely monitored.</p>
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<b>Number of FTE in area :</b>	N/A
<b>Anticipated reduction in FTE as a result of proposals</b>	N/A

Submitted by			
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	Signature	Print Name	Date

Reviewed by			
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	Signature	Print Name	Date
Finance Business Partner			

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Corporate - Mike Board	External Finance – New Homes Bonus

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

☒

REPLACEMENT SAVING

☐

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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**Current Budget Information**

The Current New Homes Bonus grant is not currently identified within the base budget.

What is protected within the Service?	N/A
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**Main Savings Items Description**

The New Homes Bonus scheme is a grant paid by central government to local councils for increasing the number of properties within their local authority area. The grant is cumulative based on a rolling 6 year cycle of which is currently in its fifth year.

To date, the New Homes Bonus has not been included in the budget strategy as it remains dependent upon Government policy and decisions with regards to continuation of the grant (Please note the risks below).

**Savings proposals**

Savings Details	Value of Saving and Year(s)			
Assuming the New Homes Bonus continues in its current form, income of £2m and £1m in 17/18 and 18/19 respectively can be achieved respectively.	TOTAL: (3,000k)			
	15/16	16/17	17/18	18/19
			(2,000k)	(1,000k)
TOTAL SAVINGS BY YEAR	TOTAL: (3,000k)			
	15/16	16/17	17/18	18/19
			(2,000k)	(1,000k)

## Income – Inc 7

<b>Reasons for recommending proposals</b>	The New Homes Bonus has to date not been included within the council budget. It provides a simple option with zero impact to front line services.
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Identified Risks and Dependencies
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The New Homes Bonus option carries a number of significant risks. These are as follows:

- There is a risk that the grant will not continue beyond 2016/17 as the Government are intent on making further significant departmental savings.
- The year one allocation of the grant was funded separately from DCLG budgets. There is a risk that this could be funded from other means including Revenue Support Grant therefore resulting in a shortfall in our core funding potentially negating any potential saving.
- In 2015/16, government top-sliced the NHB of all London Boroughs however it is not known if this arrangement will continue or be expanded over the next few years.

<b>Number of FTE in area :</b>	0
<b>Anticipated reduction in FTE as a result of proposals</b>	0

Submitted by			
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	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
Corporate Development Accountant	Mark Jarvis	Mark Jarvis	17/09/2015

Reviewed by			
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	<b>Signature</b>	<b>Print Name</b>	<b>Date</b>
Finance Business Partner			

## Income – Inc 8

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
CYPS – Tim Aldridge L&A – Mary Phillips	Children's Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

☒

REPLACEMENT SAVING

☐

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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**Current Budget Information**

Activity	Subjective	Revised Budget	Activity	Subjective	Revised Budget
A4225E Existing Placements	Expenditure Total	7,987,180	A4260E Early Help	Expenditure Total	4,852,537
A4225E Existing Placements	Income Total	(216,370)	A4260E Early Help	Income Total	
A4225E Existing Placements	Non-Controllable Total	448,110	A4260E Early Help	Non-Controllable Total	(621,500)
<b>A4225E Existing Placements Total</b>		<b>8,218,920</b>	<b>A4260E Early Help Total</b>		<b>4,231,037</b>
A4238E Permanent Placement Allowances	Expenditure Total	1,203,366			
A4238E Permanent Placement Allowances	Income Total				
A4238E Permanent Placement Allowances	Non-Controllable Total	33,460			
<b>A4238E Permanent Placement Allowances</b>		<b>1,236,826</b>			
Cost Centre	Subjective	Revised Budget			
A33245 Early Years Alternative Provision Incl LAC	Salaries Total	222,174			
<b>Early Years Alternative provision</b>		<b>222,174</b>			

What is protected within the Service?	<ul style="list-style-type: none"> <li>• Troubled Families programme.</li> <li>• Minimum of three children centres.</li> <li>• Statutory minimum services for children and Education</li> <li>• Some respite for disabled children.</li> <li>• Support for children not in education, employment or training.</li> <li>• Statutory IAG support for children not in education, employment or training.</li> </ul>
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## Income – Inc 8

Main Savings Items Description
<ul style="list-style-type: none"> <li>Adoption and Fostering – possible consortium model across multiple local authorities, plus more in-house fostering</li> <li>Junior Attendance Centre – potential for selling places to other local authorities</li> <li>Cluster Navigators – demand management pilot</li> <li>Early Education Inclusion Team – Early Years – New ways of working and Service delivery</li> </ul>

Savings proposals				
Savings Details			Value of Saving and Year(s)	
<b>Junior Attendance Centre</b>			TOTAL: (£40k)	
Income generated by the Youth Offending Service through innovative services provided to partners within the borough and neighbouring local authorities.			15/16	16/17
				(£40k)
TOTAL SAVINGS BY YEAR			TOTAL: (£420k)	
			15/16	16/17
				(£40k)

Reasons for recommending proposals	
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Identified Risks and Dependencies			
<div>1. Demand across children’s services has been increasing in recent years and Havering has become the biggest net importer of children and families across London. If this demand does not begin to stabilise or reduce the likelihood of achieving some of these savings is significantly at risk.</div> <div>2. There was an over-spend in the DSG in 2014/15 for the first time and this could put at risk the potential funding opportunity from the ‘Cluster Navigators’ pilot.</div> <div>3. The PIP (Parents in Partnership) element of the Early Education Inclusion Team is effective at minimising legal challenges (especially when compared to other local authorities) and therefore provides a cost-avoidance saving to the Council. The effectiveness of this could be at risk as the number of staff reduce / expertise is lost.</div>			
Number of FTE in area :	CYPS: 213.8 / L&A: 298.7		
Anticipated reduction in FTE as a result of proposals	Approx. 2.0		
Submitted by			
	Signature	Print Name	Date
Assistant Director of Children Services		Tim Aldridge	08/10/2015
Assistant Director of Learning & Achievement		Mary Phillips	08/10/2015
	Signature	Print Name	Date
Finance Business Partner		Rav Nijjar	08/10/2015



**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Service & Service Head	Description of Service Area
Mark Butler	oneSource non-shared, Asset Management, Property Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
--	--------------------------------------

NEW SAVING

☒

REPLACEMENT SAVING

☐

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information
Income exceeding current income target

What is protected within the Service?	N/A
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Main Savings Items Description
Increase commercial property income target

Savings proposals				
Savings Details		Value of Saving and Year(s)		
Increase commercial property income target to reflect up-turn in the market and rent reviews. Current level of income achieved is exceeding income target.		TOTAL: (100k)		
		15/16	16/17	17/18
				(100k)
TOTAL SAVINGS BY YEAR		TOTAL: (100k)		
		15/16	16/17	17/18
				(100k)

Reasons for recommending proposals	Current level of income achieved is exceeding income target.
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## Income- Inc 9

Identified Risks and Dependencies	
Market may take a down-turn which could impact on the amount of properties rented and the level of rent achievable.	
In previous years any 'surplus' has been available to offset a shortfall in income from Romford Market – scope for future virements to mitigate any pressure will be reduced.	

Number of FTE in area :	NA
Anticipated reduction in FTE as a result of proposals	NA

Submitted by			
	Signature	Print Name	Date
		Mark Butler	25/09/2015
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

**INCOME GENERATION AND SAVINGS PROPOSALS****Service Reduction / Other**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
	<b>Service Reduction</b>					
SR 1	Communications	Communications: Staffing & Structure <sup>1</sup>			(240)	(240)
SR 2	Culture & Leisure	Capital on Cemetery payoff	(167)			(167)
	<b>Other</b>					
Oth 1	Culture & Leisure	Queens Theatre - Phased Saving <sup>1</sup>		(67)		(67)
	<b>Sub Total</b>		(167)	(67)	(240)	(474)

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.

## Service Reduction – SR 1

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Communications – Mark Leech	External and Internal Communications and campaigns; Media relations; social media and online communication, major event management , Design and Production of publications including <i>Living in Havering</i> Magazine

Current Budget Information			
Activity		Subj Type	FY Revised budget
AB6200 Communications Holding Account		Expenditure	773,080
		Income	-80,300
		Non-Controllable	95,720
AB6200 Communications Holding Account Total			788,500
Savings Last 4 Years			
11/12: 100	12/13: 100	13/14: 130k	14/15: 208k

Main Savings Items Description	
<ul style="list-style-type: none"> <li>Event management – reduce the cost of events managed by Communications and Culture &amp; Leisure</li> <li>Staffing levels- reduce the size and change the composition of the Communications Team</li> </ul>	
<b>What is protected within service</b>	<p><b>Communications team</b></p> <p>For the next four years, the team maintains the capacity to deliver a robust and proactive communications and reputation management programme.</p> <p>Living in Havering magazine will continue to be published every quarter, while electronic and social media channels will continue to be developed ahead of a major reduction in budget in 18/19.</p> <p><b>Events</b></p> <p>The Borough's major public event, the Havering Show, will continue and will remain free to attend.</p> <p>Other major events are protected, including Remembrance Sunday, Armed Forces Day, Borough-wide Christmas switch on events and the annual Langtons concert.</p> <p>The events officer also provides advice on the safe management of public outdoor events prior to licencing applications being agreed.</p>

## Service Reduction – SR 1

	<p><b>Web</b></p> <p>The Communications team also plays an important role in the presentation of the Havering website and other online forms of communications, including social media and e-updates to subscribing residents. The team works closely with the Web Editorial team in Customer Services to align corporate messages.</p>
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Savings proposals				
Saving		Value of Saving and Year(s)		
<b>Communications team – staffing and structure</b>		TOTAL (£240k)		
<p>The current priorities for the team include internal and external communications, supporting the Havering Show and continuing to produce Living magazine. The team will focus on effectively communicating the Council's new priorities and engaging with public and staff around the budget savings.</p> <p>The timing of the savings reflects the need to support the budget process over the coming years, with a small reduction to remove central campaign funding from the team in 16/17 (meaning campaigns will need to be funded by the relevant service or corporate budget).</p> <p>This will be followed in 2018/19, with a major reduction in the cost of the communication service and its staffing levels – which will also impact on its capacity. However, the exact nature of the changes and resulting restructure will be informed by a review of communications methods and channels as technology develops.</p>		15/16	16/17	17/18
				18/19
				(£240k)
TOTAL SAVINGS BY YEAR		TOTAL (£240k)		
		15/16	16/17	17/18
				18/19
				(£240k)

<b>Reasons for recommending proposals</b>	
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## Service Reduction – SR 1

Identified Risks	
<b>Staffing</b> 1. Reputational risk- High demand for communications activity to manage issues and proactively promote the Council's activities may continue beyond 2018 and exceed resources available	
<b>Number of FTE in area</b>	Staffing (including events): 14
<b>Anticipated reduction in FTE as a result of proposals</b>	Staffing: 5 These are current estimates and are subject to further review and consultation

## Service Reduction – SR 2

**NEW OR REPLACEMENT SAVINGS TEMPLATE**

Andrew Blake Herbert	Deputy Chief Executive – Communities & Resources
	Finance

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

☒

REPLACEMENT SAVING

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IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

What is protected within the Service?	
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Main Savings Items Description
Capital on cemetery payoff instead of using existing revenue resources.

Savings proposals				
Savings Details		Value of Saving and Year(s)		
There is base budget available to “pay back” internally (over 6 years, the expected capacity) some of the funds initially required to invest in the cemetery extension. This will now be financed from capital resources, freeing up the revenue budget, which can be offered up as a saving.		TOTAL: (167k)		
		15/16	16/17	17/18
			(167k)	18/19
TOTAL SAVINGS BY YEAR		TOTAL: (167k)		
		15/16	16/17	17/18
			(167k)	18/19

Reasons for recommending proposals	The savings proposed does not impact current service delivery.
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## Service Reduction – SR 2

Identified Risks and Dependencies	
There are no significant risks associated with this proposal.	

Number of FTE in area :	
Anticipated reduction in FTE as a result of proposals	

<u>Submitted by</u>			
Service	Job Title	Print Name	Date
Finance	Strategic Finance Business Partner	Conway Mulcahy	14.10.15
<u>Reviewed by</u>			
Service	Job Title	Print Name	Date
Finance	Operations Manager	Owen Sparks	14.10.15



## Other – Oth 1

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Libraries, Parks, Queens Theatre and Fairkytes

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
<b>AB1010 Allotments. Total</b>		<b>(9,710)</b>
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
<b>AB1020 Arts Services Total</b>		<b>410,700</b>
AB1030 Entertainments	Income	0
<b>AB1030 Entertainments Total</b>		<b>0</b>
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
<b>AB1040 Indoor Sports &amp; Recreation Total</b>		<b>2,092,360</b>
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
<b>AB1050 Parks &amp; Outdoor Sports Total</b>		<b>2,800,910</b>
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
<b>AB1060 Queen's Theatre Total</b>		<b>662,515</b>
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
<b>AB1070 Historic Buildings Total</b>		<b>89,590</b>
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
<b>AB1080 Grounds Maintenance DSO Total</b>		<b>853,400</b>
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
<b>AB1090 Social Halls &amp; Comm Ctrs Total</b>		<b>22,150</b>
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
<b>AB1100 Sports Dev &amp; Outdoor Ctrs Total</b>		<b>226,940</b>
AB1105 My Place Centres	Expenditure	445,080

## Other – Oth 1

	Income	(183,600)	
	Non-Controllable	56,270	
<b>AB1105 My Place Centres Total</b>		<b>317,750</b>	
AB1110 Supervision Management & Supp	Expenditure	165,630	
	Non-Controllable	45,060	
<b>AB1110 Supervision Management &amp; Supp Total</b>		<b>210,690</b>	
AB1125 Health and Wellbeing	Expenditure	109,840	
	Non-Controllable	32,190	
<b>AB1125 Health and Wellbeing Total</b>		<b>142,030</b>	
AB1135 Policy, Marketing and Administration	Expenditure	290,920	
	Non-Controllable	71,810	
<b>AB1135 Policy, Marketing and Administration Total</b>		<b>362,730</b>	
AB1160 Countryside Services	Expenditure	172,500	
	Income	(14,380)	
	Non-Controllable	38,460	
<b>AB1160 Countryside Services Total</b>		<b>196,580</b>	
AE2150 Music Services	Expenditure	652,330	
	Income	(567,800)	
	Non-Controllable	144,100	
<b>AE2150 Music Services Total</b>		<b>228,630</b>	
<b>Grand Total</b>		<b>8,607,265</b>	
AB1300 Library Service	Expenditure	2,840,779	
	Income	(343,770)	
	Non-controllable	673,060	
<b>AB1300 Library Service Total</b>		<b>3,170,069</b>	
<b>Savings Last 4 Years</b>			
11/12: <b>108K</b>	12/13: <b>609K</b>	13/14: <b>766K</b>	14/15: <b>819K</b>

<b>Main Savings Items Description</b>	
<ul style="list-style-type: none"> <li>• Redesign of Library service</li> <li>• Reduction in Queens Theatre Grant</li> <li>• Fairkytes removal of subsidy and reduction in the outreach programme</li> <li>• Events ( see Communications template)</li> </ul>	
<b>What is protected within service</b>	

## Other – Oth 1

Savings proposals				
Saving		Value of Saving and Year(s)		
<b>Queens Theatre</b> This is a phased grant reduction for the theatre. Other options have been considered and this may include a formal review of Trust against other theatre management business models.		TOTAL: £200k		
		15/16	16/17	17/18
				18/19
				(£67k)
TOTAL SAVINGS BY YEAR		TOTAL: £(£67k)		
		15/16	16/17	17/18
				18/19
				(£67k)
				0

<b>Reasons for recommending proposals</b>	<b>Queens theatre</b> <ul style="list-style-type: none"> <li>This is a grant to an important but non statutory body. This reduces the grant over two years.</li> <li></li> </ul>
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Identified Risks
<b>Queens theatre</b> <ol style="list-style-type: none"> <li>1. Reputational Risk – QT popular facility</li> <li>2. Income risk – reduction in Council grant may impact on Arts Council funding</li> <li>3. Theatre trust cannot cover the income loss and closes</li> <li>4. Theatre needs to move new business model to continue trading</li> </ol>

<b>Number of FTE in area</b>	<b>QT:</b> None as all staff are employed by the Trust
<b>Anticipated reduction in FTE as a result of proposals</b>	<b>QT:</b> N/A

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Consultation on the Council’s budget 2014-18



1. Do you agree with the direction of this budget strategy, which is aimed at saving £24m over the next three years?    yes ☐    no ☐
2. Do you agree to a limit on the number of black bin bags to three per household in order to protect weekly rubbish collections and save £1m over the next three years?    yes ☐    no ☐
- (The amount of orange recycling bags collected will not be restricted)
3. Please click your top three priority services:
- |   |   |
|---|---|
| <input type="checkbox"/> Cleaning & streets                       | <input type="checkbox"/> Crime reduction & public safety                |
| <input type="checkbox"/> Environmental health & trading standards | <input type="checkbox"/> Housing services & advice                      |
| <input type="checkbox"/> Libraries                                | <input type="checkbox"/> Parks & green spaces                           |
| <input type="checkbox"/> Planning services & advice               | <input type="checkbox"/> Public events & activities                     |
| <input type="checkbox"/> Public health                            | <input type="checkbox"/> Road & pavement repairs                        |
| <input type="checkbox"/> Rubbish & recycling collection           | <input type="checkbox"/> Social Services for adults (inc. older people) |
| <input type="checkbox"/> Social Services for children             | <input type="checkbox"/> Sports & leisure facilities                    |
| <input type="checkbox"/> Support for schools                      | <input type="checkbox"/> Young people’s activities                      |
4. These proposals are based on council tax increases of not more than two per cent. Would you be willing to pay higher increases than two per cent in council tax to protect more services from cuts?    yes ☐    no ☐
5. Do you have any other general comments on the budget strategy as a whole?

Tell us about you

It’s helpful to learn a little about you, to check we’re hearing from a wide cross-section of local people. Any information you give us will remain strictly confidential and be used only for monitoring purposes in accordance with the Data Protection Act 1998.

What is your postcode?

Are you:    Male ☐    Female ☐

What was your age at your last birthday?

13-24 ☐    25-44 ☐    45-64 ☐    65+ ☐

If you are aged under 16, please tick to confirm that your parent or guardian has agreed that you can take part in this survey ☐

Do you have a long standing illness or disability?    no ☐    yes ☐ (please specify)  
.....

To which of these groups do you belong?

White

- ☐ British  
☐ Irish  
☐ Any other white background  
If other, please state below  
.....

Black or Black British

- ☐ African  
☐ Caribbean  
☐ Any other black background  
If other, please state below  
.....

Mixed

- ☐ White and Black Caribbean  
☐ White and Black African  
☐ White and Asian  
☐ Any other mixed background  
If other, please state below  
.....

Asian or Asian British

- ☐ Indian  
☐ Pakistani  
☐ Bangladeshi  
☐ Chinese  
☐ Any other Asian background  
If other, please state below  
.....

☐ Prefer not to say

If you do not already receive email updates from the Council and would like to do so, please give us your email address: .....

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## CABINET

20 JANUARY 2016

<b>Subject Heading:</b>	<b>The Council's Financial Strategy</b>
<b>Cabinet Member:</b>	<b>Cllr Roger Ramsey</b>
<b>CMT Lead:</b>	<b>Andrew Blake-Herbert</b> Deputy Chief Executive - Communities and Resources
<b>Report Author and contact details:</b>	Mike Board Corporate Finance & Strategy Manager 01708 432217 <a href="mailto:mike.board@Onesource.co.uk">mike.board@Onesource.co.uk</a>
<b>Policy context:</b>	The Council is required to approve an annual budget and this report provides information relating to the Local Government Financial Settlement to enable Cabinet to make recommendations to Council in February 2016
<b>Financial summary:</b>	There are no specific financial issues; this report deals with the overall budget position and associated issues
<b>Is this a Key Decision?</b>	No
<b>Is this a Strategic Decision?</b>	No
<b>When should this matter be reviewed?</b>	February 2016
<b>Reviewing OSC:</b>	Scrutiny Board

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

Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

### SUMMARY

Cabinet received reports on the 4th November 2015 and the 16th December 2015 that provided an update on developments at the national level and the consequential impact on local government funding and set out information on the financial position within Havering.

The November report set out the Council's financial strategy to manage the implications of funding reductions and cost pressures over the next three years. It contained specific proposals which would enable the Council to set a balanced budget for 2016/17 and 2017/18 but would leave a shortfall of £2.4 m in 2018/19.

The December report provided some initial feedback on the Government's Autumn Statement and in particular sought the Cabinet's views on the proposal to give Councils the power to raise an additional 2% in Council Tax precept for the sole purposes of funding Adult Social Care.

This report updates Members on the Local Government Financial Settlement and the significant implications for the corporate budget and the proposed financial strategy for the coming year, the latest in year financial monitor and the proposed capital programme. As well as updating members on the outcome of the original budget consultation.

The provisional Local Government Financial Settlement has now been announced, and relevant details are included in this report, together with a summary of the key elements of the Autumn Budget Statement. Havering's financial strategy included provision for an expected reduction in Revenue Support Grant (RSG) over the next three years; however, the proposed reductions in Havering's grant settlement are much deeper than expected. The estimated shortfall in the three year financial strategy has increased from £2.4m to approximately £12.5m. Further changes in the strategy are required and will be considered as part of this and subsequent reports.

The report also sets out the Council's capital spending position.

## **RECOMMENDATIONS**

That Cabinet:

1. **Note** the progress made to date with the development of the Council's budget for 2016/17 and the Council's likely intention to increase council tax by 1.97%, although no decisions will be taken until the February cabinet meeting.
2. **Note** that an additional 2% increase in Council Tax precept may be levied for the sole purpose of funding Adult Social Care pressures.
3. **Note** the outcome of the Autumn Budget Statement and the likely impact on local authorities.
4. **Note** the provisional local government financial settlement announcement, and that arising from the settlement, there are reductions in mainstream Government funding in 2016/17 of £10.8 m for Havering.
5. **Delegate** authority to the Cabinet Member for Adult Social Services and Health and the Leader to approve an annual spend plan for the Public Health grant.



6. **Delegate** to the Deputy Chief Executive - Children Adults and Housing to agree inflation rates with social care providers for 2016/17.
7. **Note** the financial position of the Council in the current year.
8. **Agree** the adjustments to the budget assumptions as set out in the table at paragraph 8 which give rise to an increase in the funding gap over a three year period 2016/17 to 2018/19.
9. **Note** the implications for the draft Capital programme for 2016/17.
10. **Agree** that any underspends from the Corporate Contingency Fund, the Transformation budget, and from any service revenue underspends, are allocated to the Strategic Reserve
11. **Note** the summary of the GLA's consultation budget and the expected date for the publication of the final proposals.
12. **Note** the outcome of the public consultation on the budget process.
13. **Recommend to Full Council** that the CTS Scheme 2016 is approved. (appendices D, E, F apply)
14. **Note** the progress on delivering the Voluntary Grants reductions (appendix G)

<b>REPORT DETAIL</b>
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## **1. INTRODUCTION**

- 1.1. Cabinet has previously received two reports on progress with the Corporate Budget, in November and December 2015. This report sets out the position in respect of developing the Council's budget for the coming financial year, the announcement of the Autumn Budget Statement, and the subsequent announcement of the local government financial settlement.
- 1.2. At the November meeting, Cabinet agreed an approach for managing its financial position over three years and establishing specific proposals designed to balance the Council's budget over that timeframe.
- 1.3. The approved financial strategy assumes an increase of 1.97% in Council Tax, although no decisions about Council tax levels will be made until the February Cabinet meeting. This proposal should be seen in the context of the overall financial strategy and the pressures faced by the Council to reduce expenditure and the consequential pressure on service priorities.
- 1.4. As reported to Cabinet in December the 2016/17 settlement enables Council's to levy an additional 2% precept in Council Tax specifically for the purposes of funding the increasing cost pressures in Adult Social Care.

- 1.5. The feedback from the original budget consultation is included in this report and the second consultation on the adult social care precept exercise will be included in the report to Cabinet on 10<sup>th</sup> February 2016.
- 1.6. The draft settlement has resulted in the Council losing approximately £10.8m of Central Government funding for 2016/17 which is approximately £5m more than that included within the draft budget. The impact on the strategy is discussed at paragraph 7 below.

## **2. THE AUTUMN BUDGET STATEMENT, THE SETTLEMENT AND GENERAL FINANCIAL PROSPECTS**

### **Autumn Budget Statement (ABS)**

- 2.1. The Chancellor of the Exchequer presented his Autumn Statement to the House of Commons on 25<sup>th</sup> November 2015. The ABS has had considerable national exposure since its announcement, through the national press and from various national organisations. The underlying message of deficit reduction continues; however the government plans of a surplus in its spending by 2019/20 still exists.
- 2.2. During the summer, the treasury consulted government departments on the ability to reduce department spend by up to 40%. It appears at this stage that savings around 29% will impact local government budgets. How this is distributed between local authorities for the rest of the parliament remains unclear. The announcement contained no details of cuts from 2016/17 however departmental spending for DCLG is estimated to drop from £11.5bn to £5.4bn. This directly affects the amount of RSG local authorities receive, however this excludes business rates which forms part of the Settlement Funding Allocation (SFA) and thus the 29% stated above. From face value, the reduction in funding appears to be more front-loaded than originally estimated however more will become known when further details are released.
- 2.3. The table below shows the extent of the cuts facing local government compared to other government departments.

	2015/16	2016/17	2017/18	2018/19	2019/20	%
<b>Defence</b>	27.2	27.8	28.5	29.2	30	10%
<b>Home Office</b>	10.3	10.7	10.6	10.6	10.6	3%
<b>Health</b>	111.6	115.6	118.7	121.3	124.1	11%
<b>Work and Pensions</b>	5.8	6.1	6.3	5.9	5.4	-7%
<b>Education</b>	53.6	54.5	55.5	56.4	57.1	7%
<b>Business, Innovation &amp; Skills</b>	12.9	13.4	12.3	11.7	11.5	-11%
<b>Justice</b>	6.2	6.5	6.3	5.8	5.6	-10%
<b>DCLG Local Government<sup>(1)</sup></b>	<b>11.5</b>	<b>9.6</b>	<b>7.4</b>	<b>6.1</b>	<b>5.4</b>	<b>-53%</b>

*(1) Figures include new money in relation to BCF*

- 2.4. The key points of the ABS impacting on local government were as follows:
- A new Adult Social Care precept of 2%
  - Changes to the New Homes Bonus Scheme.

- Reductions in Public Health funding.
- Extension of small business rate reliefs
- The transfer of un-ringfenced grants to the Settlement Funding Allocation
- Further funding for the Better Care fund
- A new apprenticeship levy.
- A new national funding formula for schools

### **Local Government Financial Settlement (LGFS)**

- 2.5. Details of the provisional settlement were announced on 17<sup>th</sup> December 2015 with revised figures provided on the 23<sup>rd</sup> of December. The announcement provided authorities with a four year settlement however this does not include the change in business rates which will be consulted upon in the summer. Cabinet has been made aware, that the announcement is very late in the context of the Council's budget-setting process, for the fourth year running.
- 2.6. One significant change compared to previous years is the method of apportioning cuts. From 2016/17, the grant reduction will not only be based on a local authority's Settlement Funding Allocation, but also the amount of council tax it can generate. As a result those authorities who are more self-funded have seen a significant increase in cuts compared to those who are grant funded.
- 2.7. In a similar manner to the previous two years, the Government's headlines focus on comparative figures concerning a local authority's "revenue spending power" and as stated this is being used to base local authority cuts. Local authorities will face an average reduction in spending power of 2.8% (Havering's comparable is a decrease of 1.7%). These figures mask the actual change in mainstream revenue support grant, as they include assumptions of council taxbase increase, business rate yield, and inclusion of the 2% adult social care precept, and a 1.75% council tax increase.
- 2.8. The Local Government settlement funding for 2016/17 has been adjusted to £18,601bn, down from £21.249bn. This decreases to £14.5bn by 2019/20 thus only leaving £2.1bn left in RSG. With departments such as Education and Health protected the large majority of the cuts have hit local Government which can be seen in appendix A.
- 2.9. The consultation period for the LGFS runs until 15<sup>th</sup> January, a week prior to the Cabinet meeting where this report is being considered. It is anticipated that the final settlement will be announced around 2 weeks after consultation closes, in common with earlier years, though a definitive date has yet to be confirmed. This will potentially be too late for inclusion in the 11<sup>th</sup> February Cabinet report.

### **Havering's Settlement Funding Allocation**

- 2.10. The provisional funding allocation is used to determine both Havering's Revenue Support Grant (RSG) and Business Rate Baseline (BRB). Havering's provisional allocation for 2016/17 is £52.52m compared to a 2015/16 equivalent of £63.33m. This is a reduction of £10.8m, although this is assuming Havering's business rates increase in line with government

expectations. Appendix B shows the reduction in Settlement Funding Allocation (SFA).

Table 1

	2015/16 £m's	2016/17 £m's	2017/18 £m's	2018/19 £m's	2019/20 £m's
Havering	63.3	52.5	44.5	40.0	35.6

- 2.11. The equivalent figures for RSG alone, which forms the core mainstream grant to the Council, shows a reduction from £32m in 2015/16 to £20.9m in 2016/17. The extent of the cuts increase further as by 2019/20, Havering's core grant will reduce to £1.3m. Any further reduction could result in Havering paying locally driven income back to government. Table 2 shows the reduction in RSG for Havering. Although in 17/18 onwards, it is estimated that Havering will receive £1.4m in RSG, it is highly likely once the business rates moves further to 100% retention that this will be completely removed and in later years, Havering having to pay funding over to central government.

Table 2

	2015/16 £m's	2016/17 £m's	2017/18 £m's	2018/19 £m's	2019/20 £m's
Havering	32.0	20.9	12.3	6.8	1.4

- 2.12. The reduction in core RSG grant is mainly due to the reductions placed on local authorities through the Autumn Statement; however there is a significant change to the apportionment of the cuts from 16/17. DCLG has changed the methodology in apportioning cuts that now includes an authority's ability to raise local income and as such, any authority who are self-funded are seeing a greater share of the cuts. Appendix B shows the distribution of cuts within London.
- 2.13. Havering's grant funding remains one of the lowest grant-per-head allocations despite being one of the largest boroughs in London with the highest proportion of elderly population, the fastest growing Children's population and the only London Borough which has seen an increase in the levels of deprivation. With the basis of calculation of RSG now effectively frozen until 2021, there is little prospect of any significant change in this position at least not in the short-term.

### **Business Rates**

- 2.14. The local Government Financial Settlement also released details of Havering's Funding and Business Rate Baseline (BRB). The table below shows Havering's figures.

	2015/16 £m	2016/17 £m
Funding Baseline	31.365	31.627
Business Rates Baseline (BRB)	21.981	22.165
Top-up	9.384	9.462

- 2.15. Havering's actual yield will not be known until late January however it's expected that Havering's yield will be in line with the Business Rate Baseline

(BRB). Havering's assessment of business rates, verses its actual share of what is collected means that Havering receives a top up of approximately £9.4m.

- 2.16. There is still a large amount of uncertainty over the impact of appeals. Currently there are still several hundred outstanding appeals left with the valuation office which can date back to the last revaluation in 2010. Again, Havering has no influence on the valuation appeals process.
- 2.17. Within the announcements, government has reiterated its drive to promote 100% of business rates retention and as a result a consultation will commence on how this will be implemented in the summer of 2016. This will increase our retained yield but also have the following impact:
- Removal of RSG.
  - Reduction or removal of our top-up grant thus making business rate pooling unviable.
  - Additional burdens such as attendance allowance being transferred to local government.

### **Council Tax Base**

- 2.18. The estimated base for next year has been set at 85,474. The calculation includes a reduction in the provision for bad debt and a significant increase in new properties since last year's tax base calculation. Further reduction in the number of people claiming council tax support has also contributed.
- 2.19. This is higher than previously assumed, and gives an increase of 2.8% in the tax base compared with the assumed level of 1%. This should result in an additional approximate £1.9m of income.

### **Unringfenced Grants**

- 2.20. On the 17<sup>th</sup> of December, Government announced the provisional New Homes Bonus allocation which allocates Havering £6.9m. Along with this announcement, a technical consultation was released with regards to the long term future of the grant. It is proposed to cut the New Homes Bonus by £800m in order to partially fund increases in the Better Care Fund. As a result, Havering will not receive the same equivalent funding if and when the transfer occurs, as funding for the Better Care Fund is based on perceived deprivation indicators which do not allocate funding favourably to Havering. Although Havering is the only London borough with an increase in its deprivation factors, we would still be starting from a lower base. In addition the following other amendment to the New Homes Bonus are being proposed:
- Reduce the cumulative grant from 6 to 4 years.
  - Only making payments for delivery above a baseline representing deadweight.
  - Reducing payments for homes built on appeal.
  - Link the grant to the Local Plan with the view to withhold funding if no plan is in place.

- 2.21. As mentioned above, further funding has been made available for the Better Care Fund from 18/19, however only £700m of this will be new funding with the remainder coming from a reduction in New Homes Bonus. This mechanism of how this funding has been allocated has not been provided in detail, however it is based on perceived deprivation figures which again penalises Havering.
- 2.22. Other grants are seeing further reductions such as the Education Service Grant (ESG) and the housing benefit admin grant. The combined reduction from these grants creates additional pressure of approximately 380k; however it is expected that further announcements in grant allocations and reductions will follow in the coming weeks and some from April.

### **Overall Impact on Havering**

- 2.23. The current funding system introduced with effect from April 2013 has, as Cabinet is aware, proved to be extremely complex, difficult to understand and interpret, and the fact that the announcement and the associated documentation were again released extremely late in the budget-setting process means setting a budget is becoming extremely difficult. This complexity is likely to continue over the next few years especially given the drive to localise 100% of business rates to local government along with an increase in responsibilities.
- 2.24. In broad terms, the settlement indicates a funding reduction of £10.8m in 2016/17 as reflected in Appendix B. This is higher than expected due to the change in how funding reductions are profiled and the impact this has on authorities who are significantly self-funded.
- 2.25. Although indicative settlement figures have been produced up until 2019/20, this is likely to change significantly over the next few years given the changes in business rates. When government first implemented retained business rates, Havering lost 410k in funding due to the mechanism that was used. Given the changes we have seen in funding methodology, apportionment of cuts, retention of business rates and potentially the 2017 revaluation we should be mindful of further reductions and lack of transparency moving forward.
- 2.26. It can be expected over the next few years, with the further drive towards the concept of authorities becoming self-funding that we should also expect that for any authority who gains too much in locally generated income against a government perceived target will be penalised via the redistribution of funding via business rates top-up and tariffs.
- 2.27. Havering's overall position compared with that of others can be seen in Appendix B, and a presentation on the changes will be given at the Overview and Scrutiny Board on the 4th February.

### **Dedicated Schools Grant & Schools Funding**

- 2.29. Schools receive their delegated funding through a limited number of nationally prescribed formula factors. These factors include a basic amount per pupil, deprivation, special educational needs, English as an additional language and

a lump sum per school. Although the factors are nationally prescribed, local authorities apply their own values to the factors in consultation with their Schools Forums. In Havering, the balance of funding allocated through each factor is designed to provide as much stability as possible to school budgets. Any reductions to individual schools' budgets are limited to -1.5% per pupil by a national minimum funding guarantee. The Government announced in its Autumn Statement that a consultation would be launched in the new year on a national funding formula for implementation in 2017-18. The intention is to remove the inconsistencies in current per pupil funding between different local authorities.

2.30 The funding for schools and some central provision is funded through the Dedicated Schools Grant (DSG) in three main "blocks". These are Early Years, High Needs and Schools. There is a small additions block for the training of Newly Qualified Teachers.

2.31 The DSG allocations to LAs were announced on 17<sup>th</sup> December 2015. Havering's allocation is £198.249m compared to £196.164 in 2015-16. The increase is due to an increase in pupil numbers. The funding for each block compared with 2015-16 is set out below.

Year	Schools Block		Early Years Block		High Needs Block	Additions and cash floor	Total DSG
	GUF per pupil (£)	Allocation (£m)	GUF per pupil (£)	Allocation (£m)	Allocation (£m)	Allocation (£m)	Allocation (£m)
16-7	4,728.70	168.030	3,979.94	10.850	19.318	0.051	198.249
15-6	4,726.54	166.100	3,979.94	10.850	19.161	0.052	196.163

Notes:

1. All of the above figures are before recoupment by the DfE for pupils attending academies, non maintained special schools and post 16 special educational need provision.
2. The Early Years block will be recalculated based on the January 2016 and 2017 early years census.
3. The only funding remaining in the Additions block in 2016-17 is for the training of Newly Qualified Teachers.

2.32 Although the overall DSG is ring-fenced the blocks within it are not. Because of increasing demand and a funding model that does not keep pace with increasing costs, it is forecast that the High Needs Block will overspend by £1.4m in 2016-17. Following consultation with schools and the Schools Funding Forum it has been agreed to transfer £100k from the Early Years block and £1.3m from the Schools block into the High Needs block to mitigate the overspend.

2.33 The amount available for allocation to schools through the formula is after deducting an amount that is centrally retained for LA responsibilities such as: a contingency for supporting pupil growth and schools with falling rolls, school admissions administration, national licensing arrangements and the servicing of the schools funding forum. After consultation with schools the total amount agreed for central retention is £4.215m. The values to be applied to the formula factors for 2016-17 follow consultation with all schools and with the Schools Funding Forum and to fund the transfer of funding to the High Needs

block it has been agreed to reduce the basic per pupil funding factor by 0.5% per pupil. Since the last Schools Funding Forum meeting, however, there have been some late data changes received from the DfE in the reclassification of deprivation through the Income Deprivation Affecting Income Index (which is a factor used in the schools funding formula). This will require some remodelling of the formula distribution to schools and consultation with the Schools Funding Forum at their January meeting.

- 2.34 In addition to the funding provided to schools from the DSG, they receive additional funding through the Pupil Premium to address low attainment of pupils from low income families and areas of high deprivation. For financial year 2016-17, the Pupil Premium the rates are as follows:

Primary age pupils: £1,320

Secondary age pupils: £935

Looked After Children: £1,900

and children who:

- Have been looked after for 1 day or more
- Are adopted after leaving care
- Leave care under a Special Guardianship Order or a Residence Order.

### **Public Health**

- 2.35 This function transferred to local authorities with effect from 1<sup>st</sup> April 2013. Havering's final funding allocation for 2015/16 was £10.3m and included an in year cut of £0.7m. A further cut is expected for 2016/17 although we are still awaiting confirmation of the final settlement. The funding allocated is a specific, ringfenced grant, and therefore these funds can only be expended for the purposes of public health services.
- 2.36 With this in mind, the draft spending plan will need be developed based upon the final 2016/17 grant allocation, subject to consultation with the Health & Wellbeing Board, with authority to approve the final plan being delegated to the Cabinet Member for Adult Social Services and Health and Value. Cabinet is therefore asked to agree this approach.

## **3 CONSULTATION**

- 3.1 A budget consultation was launched following the approval of the financial strategy by Cabinet on 4 November 2015. Cabinet considered a further report on 16<sup>th</sup> December 2015 at which point it was agreed to expand the consultation in order to seek feedback on the possibility of increasing Council Tax by up to 2% for the potential Adult Social Care precept.
- 3.2 The first consultation has closed and the overall response is as follows, and more detail can be seen at Appendix C, five questions were asked:
- 69% of respondents believe in the overall direction of the budget strategy.
  - 68% agree with limiting general household waste to 3 sacks, to protect weekly bin collection.



- Respondents top 3 or as it was joint top 4 service areas, are as follows in order:
  - Crime Reduction and Public Safety
  - Cleaning and Streets
  - Road and Pavement Repairs
  - Rubbish and Recycling
- Only 40% of respondents wanted to increase Council Tax further, although this will be considered further in the additional consultation.
- Analysis of the additional comments will follow in the February report

3.3 The consultation on the adult social care precept remains open at this time but the results will be known in time for the February Council Tax setting cycle.

#### **4. CURRENT FINANCIAL POSITION**

4.1 The previous reports to Cabinet included an update on the current financial position. The latest budget monitoring position for 2015-16 for period 7 is set out in the table below.

Directorate	Revised Budget	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000
<b>Communities &amp; Resources</b>	<b>62,572</b>	<b>61,782</b>	<b>(791)</b>
<b>Public Health</b>	<b>(1,648)</b>	<b>(1,648)</b>	<b>0</b>
<b>Childrens, Adults &amp; Housing</b>	<b>98,039</b>	<b>104,119</b>	<b>6,080</b>
<b>oneSource Non-Shared</b>	<b>343</b>	<b>(359)</b>	<b>(702)</b>
<b>Sub total</b>	<b>159,306</b>	<b>163,893</b>	<b>4,587</b>
<b>Contingency</b>	<b>1,865</b>	<b>1,865</b>	<b>0</b>
<b>Revenue Total</b>	<b>161,172</b>	<b>165,759</b>	<b>4,587</b>
<b>Dedicated Schools Budget</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>
<b>oneSource shared</b>	<b>4,678</b>	<b>4,678</b>	<b>0</b>
<b>Grand Total</b>	<b>165,849</b>	<b>170,436</b>	<b>4,587</b>

- 4.2 As reported to Cabinet in November the forecast budget variance reflects significant and growing pressures in both Children's and Adult Social Care, and we are beginning to see an increase in homelessness in the Borough too. Over the course of the financial year, it has become increasingly clear that these pressures are on-going in nature, reflecting the scale of demographic change. These increased cost pressures will need to be funded from corporate contingencies and provisions in order to achieve a balanced budget for the current financial year and their on-going impact will need to be reflected in the future financial strategy.
- 4.3 These budgetary pressures are indicative of the increasing but unpredictable level of demand on services faced by the Council. Other Councils are facing similar pressures and there are increasing concerns at a national level regarding the adequacy of funding. Further consideration of the future funding requirements are discussed at paragraph 7 below.

## **5. OTHER KEY MATTERS**

### **Impact of Inflation**

- 5.1. As Cabinet will be aware, inflation levels have remained at their lowest point in many years. Pay increases in the public sector has been subject to a high level of scrutiny and restraint in recent years and it is clear that the Government expects a similar level of restraint in the future. With that in mind a provision for a 1% rise was included in the 2016/17 budget.
- 5.2. Provision is being made for increases in major contracted services. The proposed increases for contracted services – which mainly relate to contracts based on an RPI index – are broadly in line with that level, but subject to the specific circumstances applicable to each individual contract. For social care, negotiations are underway with providers, within the broad parameters set for the overall budget, and these are likely to be agreed prior to the start of the financial year. To enable these negotiations to progress, it is recommended that Cabinet delegates authority to the Deputy Chief Executive for Children, Adults and Housing to agree inflation rates with social care providers.
- 5.3. Fees & charges are to be increased in line with the draft financial strategy and a schedule of revised charges will be submitted to Cabinet in February as part of the budget setting cycle.

### **Interest Levels**

- 5.4. Interest rates have remained at historic lows for some considerable time. The Council's budget strategy originally assumed that there would be a recovery in interest levels during 2016/17. The expectation of an increase in rates has receded and therefore the increase will be delayed until 2017/18.
- 5.5. There is no immediate sign of rates rising, although economic factors have continued to improve, suggesting there will inevitably at some point be a change in this position. As historic investments come to an end, the overall level of interest generated has fallen. Income targets have been achieved through prudent financial management of the Council's cash flow position rather than an increase in rates.

### **Concessionary Fares and Taxicard Scheme**

- 5.6. This item has been a major factor in previous years. Havering's contribution to the freedom pass scheme currently stands at £8.053m. We are currently awaiting confirmation of the Council's contribution for 2016/17 and the final figures will be included in the Budget report. This area remains a financial risk to all London Boroughs as future rises could well be at a similar level, and therefore continues to be covered in the Council's longer term planning.
- 5.7. The Council's contribution to the London Taxicard scheme, which is also funded through London Councils, currently stands at £150k. The 2016/17 contribution level will be reflected in the final budget report.

**Pension Fund**

- 5.8. The difficulties experienced nationally by pension funds in general, and the Local Government Pension Fund in particular, have been well publicised. A variety of changes to the local government pension scheme were implemented in April 2014.
- 5.9. The level of contribution rates included in the financial strategy are those which were agreed with the actuary following the last triennial review. The next review will take place in 2016 with an implementation date of April 2017.

**Levying Bodies**

- 5.10. The levies are part of the Settlement and therefore need to be taken into account when setting the Havering element of the Council Tax. There are a number of levies, but the predominant levy relates to ELWA. The current overall levy budget is around £13.8 million, of which ELWA accounts for £13 million. At this stage, no account has been taken of any changes in the distribution of levies arising from the changes in Council Tax base referred to earlier in this report.

**ELWA**

- 5.11. Provision has broadly been made within the council's financial strategy for increases in the ELWA levy of £800k in 2016/17 and £1m per annum thereafter over the budget window the Council now operates.
- 5.12. At this stage, whilst officers are awaiting the final budget report, which is subject to deliberations by ELWA, the forecast levy has been included as part of the overall budget build process. At the point at which ELWA approves its final budget, due account will need to be taken of this in the Council's own budget setting process.

**Other Bodies**

- 5.13. Of the remaining levying bodies, for planning purposes, a prudent approach has been taken to the level of increase that might be expected, pending notification of the planned rises.

**London Councils Subscription and London Boroughs Grants Scheme (LBGS)**

- 5.14. The core subscriptions have reduced for 2016/17, being £113k, which includes a one off rebate for all contributing authorities, at a level of £49k for Havering. The contribution to the LBGS has reduced by £14k to £245k due to a share of a one off payment.

**Transformation Funding**

- 5.15. Cabinet will recall that, as part of the Council's approach to delivering its transformation programme, a reserve was established to finance a wide range of activity, for example the development of Internal Shared Services programme. However, given the continuation of the Government's austerity programme and consequential impact on the Local government financial Settlement it is highly likely that local authorities will be engaged in

transformation activity for a considerably extended period. The Strategic Reserve therefore remains a crucial source of funding for the delivery of transformational change.

- 5.16. As part of the report to Cabinet in November, a financial strategy for the three year period, starting in 2016/17 was approved. However, the impact of the Local Government Financial Settlement is to significantly increase the savings gap to in the region of £12.5m. Delivering further savings will therefore require a considerable level of investment and support, with the financial consequences this would give rise to.
- 5.17. In previous years, Cabinet agreed that any underspends are allocated to the Strategic Reserve with a view to supporting further transformation spending. Cabinet is asked to endorse this approach once again, although it is recognised that the potential for generating further surpluses may be limited by the impact of demographic growth pressures on the revenue budget.

### **Changes in Demography**

- 5.42 Cabinet will be aware from previous reports that social care services in particular have been impacted by changes in demography. These demographic pressures have already resulted in increased cost pressures in Adult Social Care during 2015/16 (as discussed in paragraph 4). This issue has been also been considered in developing the Council's financial strategy, and due to the fluid nature and high risk will continue to be closely monitored. This financial requirement is difficult to predict, however, with continuing changes in demand, the increased financial pressures facing local authorities, changes in funding streams referred to elsewhere, and shifts in population as well as properties, this issue now potentially has a broader impact.
- 5.43 Elsewhere in this report, changes in the Council's property base – as measured through the Council Tax base and the New Homes Bonus – are highlighted. This also needs to be considered in the context of increased demand for schools places.
- 5.44 These factors, taken together, suggest a significant change in demography within Havering. What is extremely difficult to assess is what impact this change will have on demand for services, and thus in turn, the associated resources and costs. As a guide, the potential consequences are set out in the table below:

Factor	Impact	Financial Impact
Properties	Increase in waste produced by households  Increased traffic leading to more road/footway damage	Higher costs for refuse collection, street cleaning, waste disposal Higher costs for highways maintenance
School places	Increase in demand for places leading to need for more classrooms	Capital investment in additional classrooms Revenue impact falls directly on schools

		<b>budgets</b>
General population	Increase in special educational needs	Increase in resource needs and thus service costs
	Increase in residents requiring learning or mental disability support	As above
	Increase in demand for parks, leisure, arts, culture, etc	As above
	Change in population mix, e.g. nature and make up of families	Potential capital investment, e.g. new facilities, vehicles As above

- 5.45 At this stage, it is not possible to determine the financial impact of potential changes. Clearly, there will be an increase in Council Tax receipts, and this is factored into the base calculation. What is much more difficult to assess is the cost impact these changes might have, as this depends on the actual nature of the shift in demand, rather than any notional model. It is however a fact that such changes represent a significant area of risk, both financial and otherwise. This has been mitigated by including a central provision for demographic growth within the financial strategy. This central provision has and will, continue to be held corporately until the case has been made to release budgets to service areas.

### **Local Council Tax Support Scheme**

- 5.51 The Local Council Tax Support Scheme (CTS) was revised with effect from April 2015 as a result of reductions in the settlement funding for 2015/16 which included the rolled-in CTS scheme grant.
- 5.52 It is the intention to maintain the same CTS Scheme in 2016/17 as for 2015/16 however a challenge was made to the Court seeking a review of the scheme. In June 2015, permission was given for a Judicial Review of the CTS Scheme which was heard at the High Court in September 2015.
- 5.53 The CTS claimant who challenged the scheme at Judicial Review was an individual with disabilities who received maximum CTS in 2015/16 which discharged 85% of their council tax bill. The remaining 15% of council tax was discharged by a discretionary payment made under S13 (A)(1)(c) of the Local Government Finance Act 1992 therefore, the CTS claimant had no council tax to pay in 2015/16.
- 5.54 The issues in the Judicial Review centred on equalities, age and disability discrimination. These matters were considered in detail by the High Court in September 2015.

5.55 The outcome of the Judicial Review has now been released and the High Court Judge concluded that:

- There was no discrimination on the grounds of age or disability.
- While the Equalities Impact Assessment was not defective, there was insufficient evidence to conclude that due regard was given to the Public Sector Equalities Duty.

5.56 In accordance with Schedule 1A of the Local Government Finance Act 1992, Council is asked to consider the current CTS scheme and agree its continuation through to 2016/17.

5.57 A summary of the draft CTS Scheme 2016 which is the same as the current CTS Scheme is appended to this report at Appendix E. A full version of the draft CTS scheme 2016 can also be found online at:

[www.haverling.gov.uk/Pages/Category/Council-tax-support.aspx](http://www.haverling.gov.uk/Pages/Category/Council-tax-support.aspx)

5.58 The Equalities Impact Assessment (EIA) for 2015 has been reviewed and is attached at Appendix D. While the CTS Scheme was revised in 2015 to make all working age claimants liable for 15% of their Council Tax, there does not appear to be an adverse inference on this group. Council Tax collection rates remain comparable to 2014/15 which implies that working age CTS claimants are paying their Council Tax. However, an EIA for 2016 has also been prepared and is attached at Appendix F for Members' perusal.

5.59 While the CTS Scheme is designed to assist people on low income pay their Council Tax, further discretionary assistance can be considered for those who cannot pay the remaining balance of their council tax bill.

#### **Equalities Implications:**

5.60 The existing Council Tax Support (CTS) Scheme 2015 assists many people on low income pay their Council Tax bills and it is proposed that the same Scheme continues to be used in 2016/17.

5.61 Equalities Impact Assessments for 2015 and 2016 along with the Council Tax Support 2016 Summary are attached at Appendix D, E and F for consideration. A number of actions have been identified and taken to mitigate the impact of the Scheme which are contained within these Assessments.

5.62 While the CTS Scheme is designed to assist people on low income pay their Council Tax, further discretionary assistance can be considered for those who cannot pay the remaining balance of their council tax bill.

#### **Voluntary Grants and Commissioning Review**

5.63 An update on the review of Voluntary Grants including an update on the savings to be achieved is included at Appendix G.

## **6. EXPENDITURE RESTRICTIONS AND BUDGET ROBUSTNESS**

### **Expenditure Restriction by Government**

- 6.1 The Government has previously stated that it will use its capping powers where necessary. As part of the settlement announcement last year, and following on from previous announcements, a referendum process would be triggered if the Council set a Council Tax increase of 2% or higher.
- 6.2 The latest settlement enables an additional increase of up to 2% to be levied for Adult Social Care precept. This does not require a referendum.

### **Budget Robustness/Reserves Position**

- 6.3 The Local Government Act 2003 sets out requirements in respect of Financial Administration, and in particular to the robustness of the budget and the adequacy of reserves. The Act requires the Chief Finance Officer (CFO) to report to an authority when it is making the statutory calculations required to determine its council tax or precept.
- 7.2 In line with the requirements of the Act, the formal report of the CFO on budget robustness will be included in the February Cabinet report. The authority is required to take the report into account when making the calculations.
- 7.3 The General Fund Balance at 31 March 2015 was £11.8m. Prior to making a final recommendation to Council, there will also be a need to further consider the current financial position for 2015/16. The revenue budget strategy statement, as agreed by Council, sets out that the minimum level of reserves held will be £10m. There is an opportunity cost of holding reserves, in particular the alternative use that these balances could be put to and the benefits that might accrue as a result. Equally, the importance of retaining sufficient reserves has been emphasised by the position within social care services during previous financial years, and particularly so now, with the Council suffering an on-going reduction in grant funding from Government. A reduction of up to £1.8m in the General Reserve is therefore permissible under the existing budget policy. However, it should be stressed that the use of reserves provides only a one off funding source for budgetary purposes. Any further use of reserves would require amendment to the Council's approved budget policy.
- 7.4 The Council's revenue budget strategy statement requires that:
- While addressing its priorities and setting a balanced and prudent budget, the Council will seek to keep any increase in the Council Tax to the lowest possible level and in line with its stated aspirations whilst maintaining reserves at the minimum level of £10m.
  - And as part of that process, the Council will not utilise those reserves, or any reserves earmarked for specified purposes, to subsidise its budget and reduce Council Tax levels as this is neither a sustainable nor a robust approach.

7.5 In addition to its general reserves, the Council also holds a number of earmarked reserves. At 31 March 2015, the total value of these reserves stood at £48.6m. This sum includes:

- a) £5.7m relating to previous NHS and social care integration funds not fully spent. Given the level of financial and operational risk associated with the Care Act and SEND legislation and in particular assessing all who apply and are eligible for services, these funds are being held to support this implementation of new legislation and integration with the NHS.
- b) £23.2m earmarked for the corporate transformation programme, which is required to support the delivery of savings agreed by the Council.  
Over the last four years, over £21m has been spent on delivering transformation including £5m on severance payments. Given the level of redundancies contained within the proposals currently under consideration, significant budget provision is likely to be required for further severance payments.
- c) £8.9 m being sums earmarked towards the funding of capital schemes included within the approved capital programme.
- d) £4.7 m set aside for the Insurance reserve to meet potential claims and the cost of self insurance based upon actuarial advice.

7.6 The current advice of the Deputy Chief Executive Communities and Resources is that by retaining the minimum level of general reserve at £10m can be considered to be adequate. However, the recent and expected future reductions in grant funding, coupled with the need to resource major change programmes, emphasise the need for prudence with the management of reserves. Without a sufficient level of reserves, such investment would only be possible from base service budgets. A full assessment will be brought in the February Council Tax setting report.

7.7 The Council's external auditor has in the past emphasised the need for the Council to strengthen its financial health and to build in protection against unforeseen circumstances and to seek advice from the Chief Finance Officer on the adequacy of its working balance level. The advice of CIPFA also needs to be borne in mind, as they have emphasised that it is important to stress the risks which arise should councils decide to draw down reserves to help fund their budgets. This is due to the fact that most council services require recurring funding to meet staff and other running costs year after year. Reserves are however a one-off, finite source of funding; they can cover a shortfall in recurring funding for a specific period but, after reserves are exhausted, the underlying shortfall will still be there. Due account is taken of this advice in assessing the need for reserves and their potential utilisation.

## **8 FINANCIAL STRATEGY**

8.1 At the meeting of 4th November 2015 Cabinet approved its long term financial strategy for the three year period commencing 2016/2017. The revised financial model is set out below and incorporates a number of significant changes which have arisen since that time.



	16/17 £000's	17/18 £000's	18/19 £000's	Total £000's
	£'m	£'m	£'m	£'m
Original Budget Gap	0	0	2.4	2.4
<b>Pressures</b>				
RSG Reduction	4.7	2.4	-0.6	6.4
Apprenticeships		0.5		0.5
Housing Pressures - homelessness	1.3	0.9	0.9	3.0
Adults - demographic pressures	3.0	2.0	2.0	7.0
Additional Pressures	0.4			0.4
<b>Unachievable Savings:</b>				0.0
Private sector leasing and other housing	0.2	0.2	0.2	0.5
<b>Loss in Grants:</b>				
ESG reduction	0.3			0.3
<b>Re-phasing Previous savings items</b>				0.0
Interest on borrowing delay 1 year	0.9	-0.9		0.0
delay reduction in Contingency	1.0		-1.0	0.0
<b>Additional Income:</b>				0.0
Adult Social Care (2%) precept	-2.1	-2.0	-2.0	-6.1
Council Tax Base	-2.0	0.0	0.0	-2.0
New Homes Bonus	-2.1		2.1	0.0
				0.0
<b>Revised Budget Gap</b>	<b>5.6</b>	<b>2.9</b>	<b>4.0</b>	<b>12.5</b>

## 8.2 RSG

8.2.1 The outcome of the Local Government Financial Settlement is discussed at some length in paragraph 2. The changes made by the Government to the methodology for apportioning the funding reductions has resulted in deeper cuts in Havering's RSG than forecast. Havering's RSG will reduce from £31.2m in 2015-16 to £20.89m in 2016/17 and will fall to £1.38m by 2019-20. This represents an additional reduction of £5.93m over and above the level of cuts already forecast and reflected in the three year strategy. The lateness of the change in methodology has created an additional pressure in 2016/17 which will need to be addressed as part of the budget development cycle.

## 8.3 Other Pressures

8.3.1 The impact of demographic changes has led to increased cost pressures, principally in the area of Adult Social Care. There has been an increase in demand for Homecare and supported living, partly due to early discharges from hospital or due to needs of the older population changing. This had led to demand increasing in both hours per customer and a market that is struggling, with external drivers due to increased regulations and the new national minimum wage. The number of clients has steadily increased, coupled with the increasing size (and complexity) of care packages, this has meant the actual cost of packages has increased significantly. As a consequence of these pressures an additional £3m provision has been included in the strategy.

- 8.3.1 The number of people presenting themselves as homeless is increasing. This is expected to give rise to further cost pressures for the homeless service. It is proposed to increase the budget in this area by £3m over the three year cycle.
- 8.3.2 In July 2015 the Government announced proposals to introduce a levy on larger employers from April 2017 to fund an apprenticeship scheme. The cost to Havering is estimated to be £0.45m at this time.
- 8.3.3 The Education Services Grant for 2016/17 has been announced at £2.336m representing a cut of £0.25m.

#### **8.4 Review of savings items**

- 8.4.1 The saving previously submitted in respect of private sector leasing is no longer considered achievable given the pressures on the homeless service.
- 8.4.2 The likelihood of an early increase in interest rates has diminished and with it the expectation of additional income from Treasury Management activity. The proposed change has been deferred by a year.
- 8.4.3 The proposed reduction in the budgetary contingency from £2m to £1m is deferred by one year to retain some flexibility in managing budget pressures

#### **Additional Income**

- 8.4.4 As explained in the December report to Cabinet the Council may increase Council Tax by an additional 2% precept to meet the growing cost of Adult Social care. The Government have also built an assumed increase of 2% per annum in their assessment of the Council's spending powers; used to calculate the level of cuts. Given this assumption and the pressures faced by the Council the precept has been built into the model although the final decision will rest with full Council.
- 8.4.5 The increase in Council Tax base reflects the growth in the number of properties in the borough.
- 8.4.6 As discussed in paragraph 2 above the government have announced the New Homes Bonus for 2016/17 as £6.9m. The additional grant will be included in the draft budget although this is expected to reduce in future years.

#### **8.5 Bridging the Gap**

- 8.5.1 The budget gap has increased from £2.4m to £12.5m over three year cycle. More significantly, it includes a gap of £5.6m in 2016/17 which has arisen principally as a consequence of the change in the Government's methodology for allocating cuts in RSG. However, this gap will need to be bridged in time for the Council Tax setting report due in February 2016. It is recommended that further savings be brought forward for consideration by Cabinet as part of that report. This may include savings proposals already agreed for implementation in 2017/18 which may reasonably be brought forward to 2016/17.
- 8.5.2 Given the short timescale and the scale of the savings required there is a significant risk that the funding gap will not be fully met. Cabinet will also be mindful of the timescales required to carry out any consultation which might be

required in relation to proposals affecting services to its residents. Consideration may therefore need to be given to the use of reserves as a short term measure. It should be remembered that reserves can only be used once and will only serve to buy time until a permanent solution can be achieved.

- 8.5.3 The general fund reserve currently stands at £11.8m which is £1.8m above the minimum level recommended within the Council's budget strategy. It would therefore be permissible to utilise £1.8m as a one of funding source for budget setting purposes in 2016/17. It would not be possible to plan to use any more than this sum without first carrying out a review of the council's budget strategy.
- 8.5.4 It is recommended that consideration of further savings proposals and the possible use of reserves be included in the February Council Tax report.

## **9. CAPITAL PROGRAMME**

### **Background to Current Programme**

- 9.1 The Council's overall approach to its Capital Programme has been based on an assumption that a gradual move towards the use of prudential borrowing will be required to meet long term capital spending need. In more recent years, the duration of the planned programme has been kept relatively short, in recognition of the need to maximise the use of receipts, and to avoid additional pressure on the revenue budget.
- 9.2 Since that time, there has been a continued hold on interest rates, so borrowing remains relatively inexpensive. However, it remains the case that the Council's ability to generate receipts has continued to reduce. It is therefore an increasing risk that receipts will continue to tail off, which means the programme needs to be kept under constant review to respond to any material change in circumstances.
- 9.3 For the longer term, financing any form of capital programme will almost certainly be heavily reliant on borrowing, although external financing and Section 106 receipts, through either Section 106 or the new Community Infrastructure Levy (CIL) are expected to remain available, if unpredictable. This therefore potentially brings an additional revenue pressure.
- 9.4 In recent years the Council has taken the view that borrowing should only be used as a last resort. The exception to this will be where a specific business case can be made to finance investment through borrowing, for example where savings or additional income can be generated. Longer term, the Council will be faced with an increasing dependence on borrowing, with the consequent revenue impact this has. Existing forms of external funding, such as TfL grants, are expected to continue, although their longer term existence is uncertain.
- 9.5 An indicative programme for 2016/17 was approved as part of a two year programme in 2015/16. An amended table setting out the proposed core programme is produced below based upon a prudent view of available capital receipts.

	2016/17 £000's
Parks, Libraries, Leisure & Cemeteries	1,500
Street Environment	2,000
Protection of Assets and Health and Safety	500
IT Infrastructure	1,000
Regeneration	100
Disabled Facilities Grant (Council element)	300
Capital Contingency	3,000
<b>Total</b>	<b>8,400</b>

9.6 An expansion of the programme beyond this level will almost certainly increase the Council's borrowing requirement. There are already a number of additional capital expenditure demands which will need to be addressed as part of the final budget report to Cabinet in February. The issues are discussed below.

9.7 The financial strategy approved by Cabinet on 4 November included the following income generation proposals.

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
Corporate	Interest linked to Council Housing Co. <sup>1</sup>		(300)		(300)
Corporate	Housing Development Co.- interest payments			(2,000)	(2,000)
Policy & Performance	Solar Park and Wind Farm Income Generation		(1,500)		(1,500)
<b>Sub Total</b>			<b>(1,800)</b>	<b>(2,000)</b>	<b>(3,800)</b>

In order to achieve these objectives the Council will need to make a significant capital investment to develop the programme and produce the required revenue stream for the Council. Approval has already been given to the creation of a Housing Development Company (Mercury Land Holdings), and further projects will be brought to members for consideration over time. However, it is now appropriate to identify a significant capital programme allocation to enable these and other schemes to be developed. This matter will be considered further in the February Budget report and Treasury Strategy.

9.8 Cabinet received a report on 4 November 2015 which identified the cost of the phase 4 Schools expansion programme to be £67m of which £61m relates to 2017/18 and beyond. The funding streams beyond the financial year 2016/17 have yet to be identified. If members are minded to progress all or part of this programme it will carry the risk that any shortfall in funding will fall back on the Council. The gap could be met by increased borrowing although the resulting revenue implications have not been factored into the financial strategy. Further consideration of the financial implications will be made in more detail as part of the Budget report. The draft Treasury Management Strategy to be considered at Council in February will reflect the estimated impact of these capital spending plans on borrowing and cashflow.

## **10. SUMMARY OF FINANCIAL POSITION**

- 10.1 Based on the factors that are set out in this report, the Council will need to make additional savings of approximately £12.5m in order to balance its financial strategy over the next three years. Of this sum £5.6m will need to be found as part of the budget setting process for 2016/17.
- 10.2 The financial strategy included an assumption that the Council will increase Council Tax by 1.97% in 2016/17. The budget is being developed with that assumption in mind. The Government have also allowed Councils to increase Council Tax by a further 2% precept in order to meet the growing costs of Adult Social Care. This increase has also been assumed within the updated model and by the government in allocating funding cuts. Final decisions about Council Tax increases will not be made until the February Cabinet meeting.
- 10.3 As indicated elsewhere within this report, there are significant pressures and risks associated with the revision of the three year strategy. In particular there is a risk that further savings options will not be developed in sufficient time to bridge the funding gap for 2016/17 and in these circumstances it may be necessary to make a one off contribution from reserves. These matters will be considered in greater depth as part of the final Council Tax report.

## **11. HOUSING BUDGET**

- 11.1. The HRA budget, together with the proposed housing rent levels, and the HRA capital programme, will be presented to Cabinet in February.

## **12. GREATER LONDON AUTHORITY (GLA)**

- 12.1 The announcement of the Mayor's draft budget proposals were made on 21<sup>st</sup> December. This indicated an intention to make a slight reduction in the GLA's Council Tax level, from the current £295 to £276 – a reduction of £19, or around 6.44%. Consultation on the budget proposals ends on 12<sup>th</sup> January. The final draft budget proposals will be considered by the London Assembly on 27<sup>th</sup> January and the budget is due to be approved by 28<sup>th</sup> February.
- 12.2 The Mayor's draft budget consists of – Mayor's Office for Policing and Crime, Transport for London, London Fire and Emergency Planning Authority, the London Legacy Development Corporation and core Greater London Authority. The total budget (capital and revenue) is £16.2 billion.
- 12.3 The Mayor's 2016/17 draft net revenue expenditure budget is £4,755 million. Under the proposal the total GLA precept will be cut from £295 a year to £276 (for a Band D household). The Mayor's proposed council tax precept draft budget comprises of £206.79 to support the Mayor's Office for Policing & Crime (principally the Metropolitan Police), £50.35 for the London Fire Brigade, £14.63 for the Mayor and GLA assembly and £4.23 for transport and other services.
- 12.4 The Mayor's 2015/16 budget assumptions assumed the removal of the Olympic Levy (£12 for Band D equivalent) and this is included in the proposed reduction of £19 for 2016/17.

## **REASONS AND OPTIONS**

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

This enables the Council to develop its budget as set out in the constitution.

### **Other options considered:**

None. The Constitution requires this as a step towards setting its budget.

## **IMPLICATIONS AND RISKS**

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

The Council's budget-setting process will ensure that financial implications and risks are fully met. Any financial implications or risks are covered in this report as necessary. There are significant risks associated with the delivery of the three year financial strategy and with the continuing degree of uncertainty over the future of local Government funding, and the general economic environment, but the steps already taken by the Council should mitigate much of this. However, it will also be necessary to continually refine the financial forecasts underpinning the Council's financial strategy to ensure that any necessary actions can be taken at the appropriate times, allowing for consultation as appropriate.

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

There are no direct legal implications or risks from this report. The corporate business planning process will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by central government even if there are inadequate or no commensurate increases in government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses.

### **Human Resources implications and risks:**

There are no direct HR implications arising from this report, however, if proposals that require staffing reductions are to be considered, as a result of the budget position, these will be managed in accordance with Council policy and procedure

**Equalities implications and risks:**

Detailed proposals will need to be assessed as part of the business and service planning process. Equalities impact assessments are produced as standard as part of the detailed budget process.

**BACKGROUND PAPERS**

The Financial Strategy reports to Cabinet 4 November 2015 and 16<sup>th</sup> December 2015

**APPENDICES**

- A AUTUMN BUDGET STATEMENT (Reductions in Government Departments from 2010 to 2015 and 2015 – 2020)
- B LOCAL GOVERNMENT FINANCIAL SETTLEMENT (Reduction in funding from 2015-16 – 2019-20)
- C CONSULTATION FEEDBACK
- D LOCAL CTS SCHEME EIA 2015
- E SUMMARY OF THE DRAFT CTS SCHEME 2016-17
- F LOCAL CTS SCHEME EIA 2016
- G SCHEDULE OF GRANTS

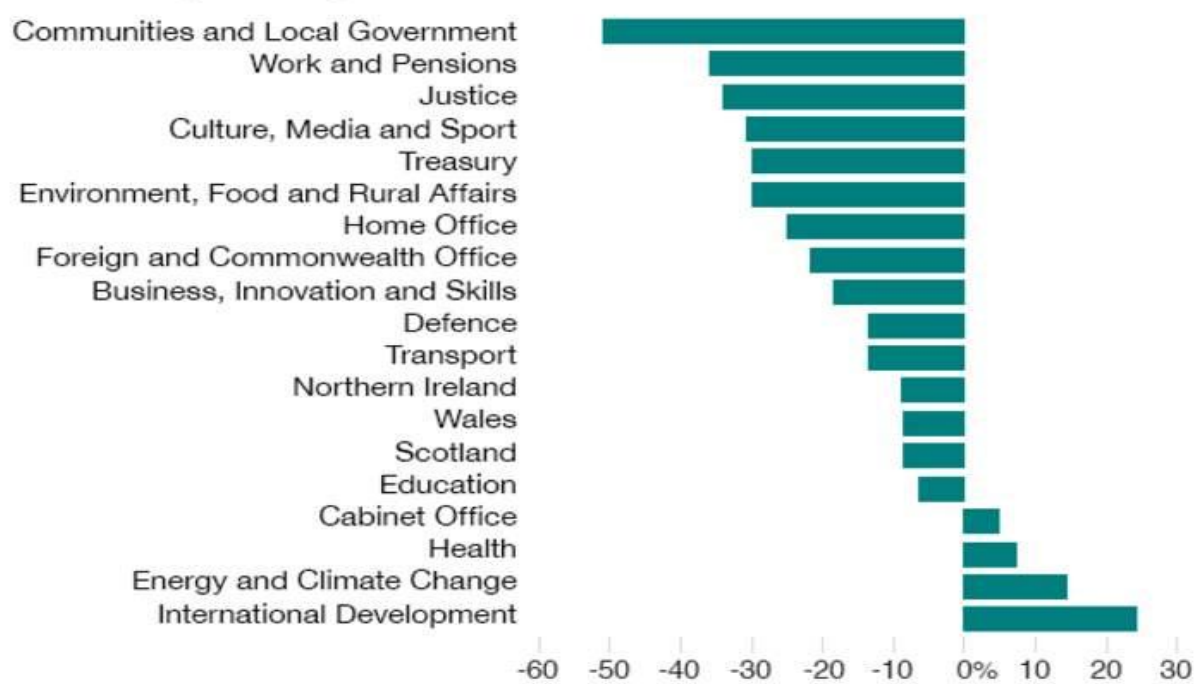
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## AUTUMN BUDGET STATEMENT

## Reductions in Government Departments from 2010 to 2015 and 2015 – 2020

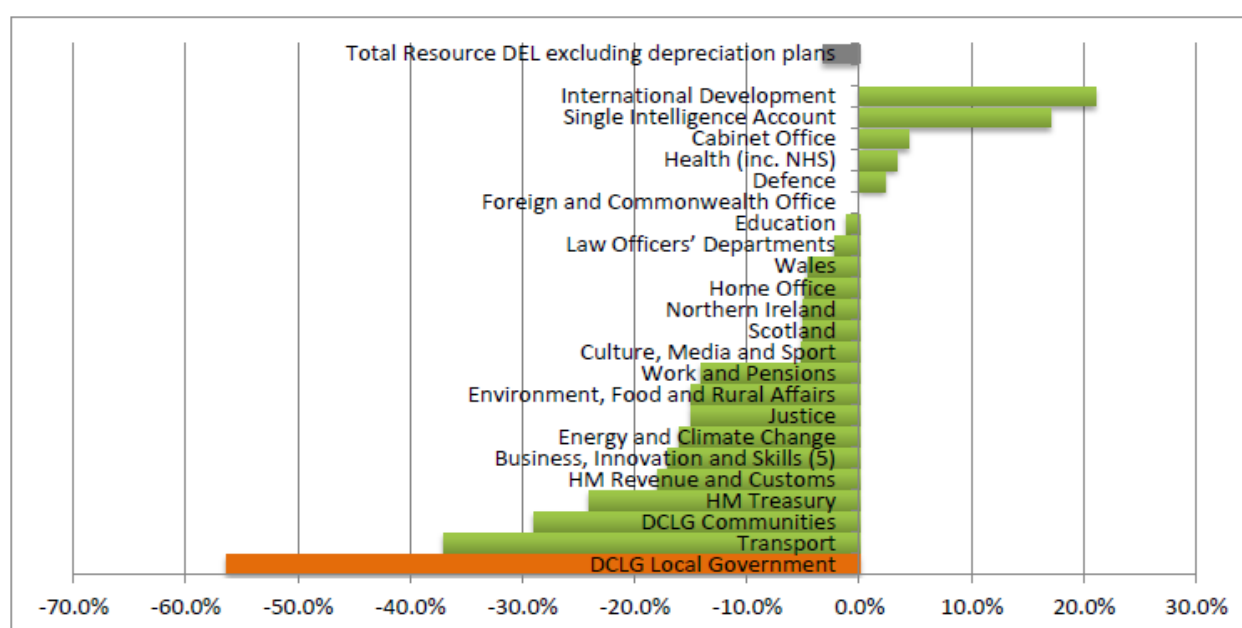
## Real change in budget 2010-11 to 2015-16



Source: IFS/Treasury

BBC

Chart 3 - Resource DEL by department - 2015-16 to 2019-20 (real terms % change)



Source: HMT, Spending Review 2015; figures from Table 2.1 (p.78)

## LOCAL GOVERNMENT FINANCIAL SETTLEMENT

## Reduction in funding from 2015-16 – 2019-20

Local Authority	RSG 15-16	RSG 19-20 inc Business Rate Adjustment	Reduction	RSG
Richmond upon Thames	23.763	-7.470	31.232	131%
Kingston upon Thames	20.279	-2.512	22.791	112%
Bromley	34.754	-2.262	37.016	107%
Havering	31.963	1.376	30.587	96%
Harrow	33.328	1.560	31.768	95%
Bexley	32.359	3.250	29.109	90%
Barnet	54.031	6.182	47.848	89%
Merton	32.292	5.076	27.215	84%
Hillingdon	42.062	6.655	35.407	84%
Sutton	34.855	6.609	28.246	81%
Croydon	64.812	13.900	50.912	79%
Hounslow	42.854	9.498	33.357	78%
Redbridge	45.447	10.234	35.212	77%
Kensington and Chelsea	43.090	9.946	33.145	77%
Ealing	65.161	17.167	47.994	74%
Enfield	62.240	17.289	44.951	72%
Camden	71.772	22.318	49.454	69%
Waltham Forest	58.224	18.502	39.722	68%
Haringey	66.393	21.641	44.753	67%
Brent	72.512	24.504	48.008	66%
Hammersmith and Fulham	49.498	17.131	32.367	65%
Islington	67.847	24.067	43.781	65%
Lambeth	88.830	31.691	57.139	64%
Lewisham	76.227	27.547	48.680	64%
Greenwich	67.608	25.149	42.459	63%
Barking and Dagenham	46.467	17.730	28.736	62%
Tower Hamlets	86.659	33.281	53.379	62%
Southwark	92.750	35.864	56.886	61%
Wandsworth	59.130	23.076	36.053	61%
Hackney	86.538	34.794	51.744	60%
Newham	88.128	36.197	51.931	59%
Westminster	72.078	29.636	42.442	59%
City of London	12.787	6.176	6.611	52%

## Calculation of Havering's funding reductions

Scaling factors	6.37%	7.36%	
	Upper - Tier	Lower - Tier	Total
2015/16 Adjust Settlement	52,314,726	11,013,123	63,327,849
2015/16 Council Tax Requirement	79,467,747	21,843,338	101,311,085
	<b>131,782,473</b>	<b>32,856,461</b>	<b>164,638,934</b>
Adjusted	123,388,347	30,439,096	153,827,445

Reduction in  
Funding                      10,811,489

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## Budget consultation results

The consultation ran for six weeks from Thursday 5 November to Thursday 17 December 2015.

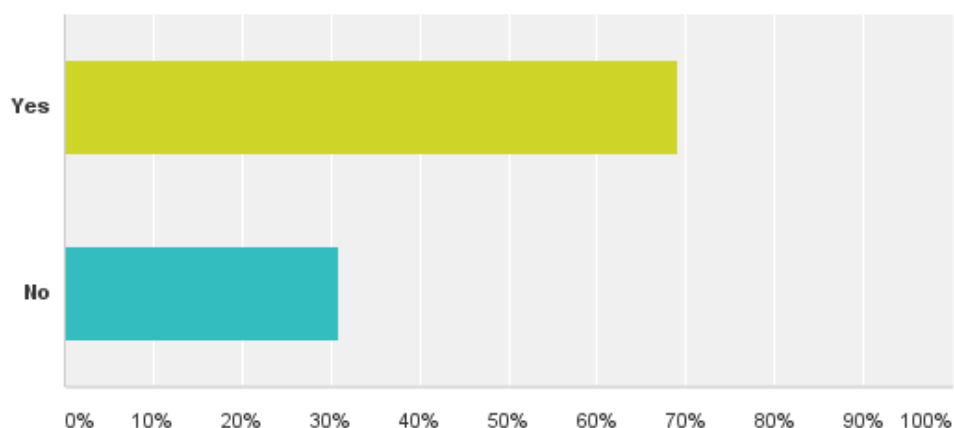
The Council received **266 responses** in total. Five questions were asked.

**Q1.** Do you agree with the direction of this budget strategy, which is aimed at saving £24m over the next three years?

**Results:** 242 people answered this question, 24 skipped

**69%** (167) of respondents answered **yes**

**31%** (75) of respondents answered **no**

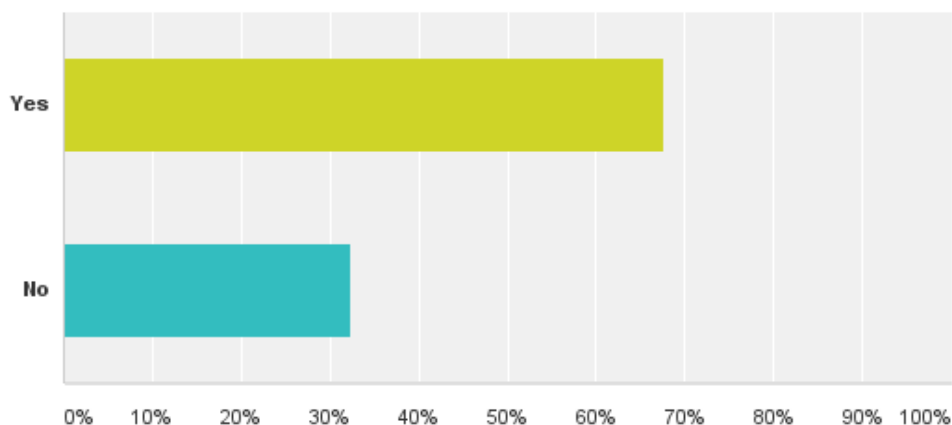


**Q2.** Do you agree to a reduction in the number of black bin bags to three per household in order to protect weekly rubbish collections and save £1m over the next three years?(The amount of orange recycling bags collected will not be restricted)

**Results:** 254 people answered this question, 12 skipped

**68%** (172) of respondents answered **yes**

**32%** (82) of respondents answered **no**



**Q3.** Please pick your top three priority services.

**Results:** 261 people answered this question, 5 skipped

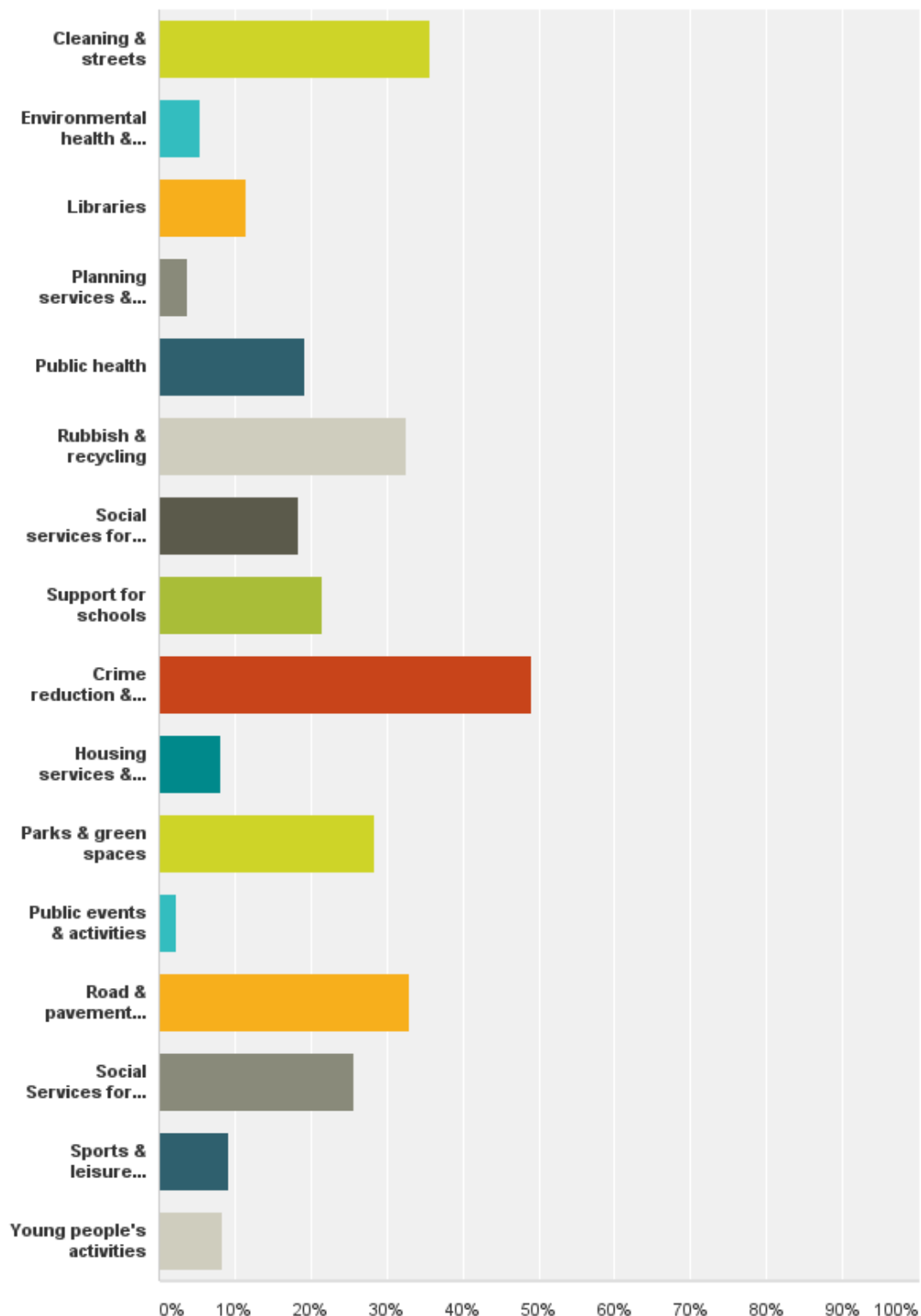
The top three priority areas were:

1. Crime reduction and public safety – **49%** (129)
2. Cleaning and streets – **36%** (93)
3. Road and pavement repairs – **33%** (86)  
Rubbish and recycling – **33%** (85)

These were followed closely by:

Parks and green spaces – 28% (74)

Social services for adults – 26% (67)

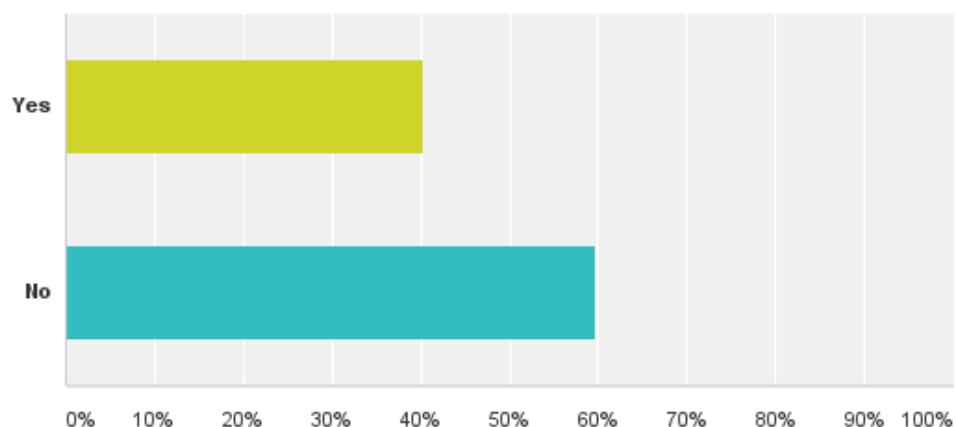


**Q4.** These proposals are based on council tax increases of not more than two per cent. Would you be willing to pay higher increases than two per cent in council tax to protect more services from cuts?

**Results:** 258 people answered this question, 8 skipped

**40%** (104) of respondents answered **yes**

**60%** (154) of respondents answered **no**



**Q5.** Do you have any other general comments on the budget strategy as a whole?

A total of 138 comments were received.

Further analysis of the comments will take place in due course.

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# Equality Impact Assessment (EIA)

## Document control

<b>Title of activity:</b>	Proposal to amend the Council Tax Support Scheme 2015
<b>Type of activity:</b>	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
<b>Lead officer:</b>	Chris Henry, Head of Council Tax & Benefits, Exchequer & Transactional Services, oneSource
<b>Approved by:</b>	Sarah Bryant, Director of Exchequer & Transactional Services
<b>Date completed:</b>	January 2015
<b>Scheduled date for review:</b>	September 2016

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

# 1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at [diversity@haverling.gov.uk](mailto:diversity@haverling.gov.uk)

## About your activity

1	<b>Title of activity</b>	Proposal to amend the Council Tax Support Scheme 2015
2	<b>Type of activity</b>	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
3	<b>Scope of activity</b>	<p>Many people on low incomes can get Council Tax Support to help them pay their council tax bills. The Council Tax Support Scheme is mainly funded by the Government although the Council help pay towards the scheme as well.</p> <p>The Government plan to reduce the money to pay for the scheme from 2015/2016. The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in 14/15 in-line with core funding reduction. The Council's budget cannot cover a further shortfall in Government funding. Therefore, a proposal has been submitted for consultation to change the current scheme to help bridge the funding gap.</p> <p>The proposed scheme will continue to protect pensioners who will get the same level of council tax support as they do now.</p> <p>The proposals for 2015/2016 are to:</p> <ol style="list-style-type: none"> <li>1. Reduce Council Tax Support for working age claimants by 15%. This means that every working age household would have to pay a minimum charge of 15% of their Council Tax Bill.</li> <li>2. Reduce the amount of savings and investments people are allowed to have and still be entitled to claim from £16,000 to £6,000.</li> <li>3. Abolish Second Adult Rebate. Second Adult</li> </ol>

		Rebate supports working age tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.
4a	Is the activity new or changing?	Yes – changing
4b	Is the activity likely to have an impact on individuals or groups?	
5	If you answered yes:	

<b>Completed by:</b>	Chris Henry, Head of Council Tax & Benefits
<b>Date:</b>	January 2015

## 2. Equality Impact Assessment

### Background/context:

The Council proposes to amend the Council Tax Support (CTS) Scheme from April 2015. The scheme provides assistance to people on low incomes to help them pay their Council Tax.

The Council needs to make savings in order to balance its budget due to large reductions in government grant and changing funding regimes.

The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in 14/15 as part of the core funding reduction. The Council's budget cannot cover a further shortfall in Government funding without using reserves, increasing the Council Tax or reducing Services.

The Council has consulted on a range of options including which service to protect and which to reduce and whether residents would wish to pay increases above 2% council tax rather than see service reductions. Changes to the CTS scheme form part of the Council's overall strategy to balance the budget.

The proposed scheme will continue to protect pensioners who will get the same level of Council Tax Support as they do now.

The proposals for 2015/2016 are to:

4. Reduce Council Tax Support for working age claimants by 15%. This means that every working age household would have to pay a minimum charge of 15% of their Council Tax Bill.
5. Reduce the amount of savings and investments working age claimants are allowed to have and still be entitled Council Tax Support from £16,000 to £6,000.
6. Abolish Second Adult Rebate. Second Adult Rebate supports working age tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.

At any one time, approximately 10,000 working-age claimants are in receipt of Council Tax Support.

To contextualise the changes, all working age claimants (approx. 10,000) will be affected by the 15% reduction. Currently only 89 working age claimants have capital in excess of £6,000 and 177 working-age claimants receive Second Adult Rebate.

The proposed changes will have disproportionate impact on low income working age households because Council Tax Support is designed for low income working age

households. This is with the exception of the removal of the Second Adult Rebate where the taxpayer's income is too high for Council Tax Support and a rebate is paid in respect of another low-earning adult in the household. 177 claimants are affected by the removal of Second Adult Rebate.

The proposals to change the current CTS scheme to help bridge the funding gap were subject to a three-month consultation, and formed part of a wider package of proposals.

All 10,000 working-age CTS claimants were posted a questionnaire to share their views. A corresponding number of questionnaires were not posted to other residents not in receipt of Council Tax Support. However, the public were invited to comment on the Council's proposals via an online survey.

396 responses were received of which 309 were from paper questionnaires. This represents 4% of the working-age population on CTS or 0.003% of the population in Havering. The responses are summarised as follows:

- 38.4% (152) agree everyone of working age should pay at least 15 per cent of their Council Tax. 58.3% (231) disagree.
- 46.5% (184) agree working age Council Tax payers with more than £6,000 savings or investments should be disqualified from claiming Council Tax Support. 51% (202) disagree
- 55.3% (219) agree second Adult Rebate should be removed from the scheme for working age Council Tax payers whose income is too high to receive Council Tax support. 40.9% (162) disagree

In the overall budget consultation the following results were received from 1987 responses.

<b>To clarify this, please tick your top three priority services:</b>	<b>Count</b>	<b>Percentage</b>
Crime reduction & public safety	1007	17%
Rubbish & recycling collection	726	12%
Road & pavement repairs	682	12%
Cleaning the streets	613	10%
Social Services for adults (inc. older people)	448	8%
Parks & green spaces	405	7%
Public health	370	6%
Libraries	355	6%
Social Services for children	245	4%
Sports & leisure facilities	222	4%
Young people's Activities	212	4%
Support for schools	177	3%
Attracting businesses and jobs	131	2%
Environmental health & trading standards	125	2%
Public events & activities	98	2%
Housing services & advice	67	1%
Planning services & advice	36	1%
<b>Total</b>	<b>5919</b>	<b>100%</b>

CTS changes were catered for within the package of priorities and it can therefore be seen that in general respondents were in favour of the overall priorities change and a majority of residents were not in favour of raising council tax above 2% in order not to make up reductions proposed.

<b><u>Council Tax Support Case Group Descriptions</u></b>	<b><u>Count</u></b>
Elderly - Non-Passported - Carer	165
Elderly - Non-Passported - Child Under 5	1
Elderly - Non-Passported - Enhanced Disability	2
Elderly - Non-Passported - Family Premium	6
Elderly - Non-Passported - Family Premium - 1 Child	9
Elderly - Non-Passported - Family Premium - 2 Child	2
Elderly - Non-Passported - Family Premium - 4 Child	1
Elderly - Non-Passported - Non Dependant	378
Elderly - Non-Passported - Other	2130
Elderly - Non-Passported - Severe Disability	388
Elderly - Non-Passported - War Pensioners	29
Elderly - Non-Passported - Working	92
Elderly - Passported - Carer	160
Elderly - Passported - Child Under 5	3
Elderly - Passported - Enhanced Disability	1
Elderly - Passported - Family Premium	16
Elderly - Passported - Family Premium - 1 Child	25
Elderly - Passported - Family Premium - 2 Child	4

Elderly - Passported - Family Premium - 3 Child	2
Elderly - Passported - Family Premium - 4 Child	1
Elderly - Passported - Non Dependant	544
Elderly - Passported - Other	3120
Elderly - Passported - Severe Disability	821
Elderly - Passported - Working	11
TOTAL (Elderly) = 7,911 (43%)	
Working Age - Non-Passported - Carer	71
Working Age - Non-Passported - Child Under 5	469
Working Age - Non-Passported - Disability	211
Working Age - Non-Passported - Disabled Child Premium	20
Working Age - Non-Passported - Enhanced Disability	226
Working Age - Non-Passported - Family Premium	175
Working Age - Non-Passported - Family Premium - 1 Child	778
Working Age - Non-Passported - Family Premium - 2 Child	508
Working Age - Non-Passported - Family Premium - 3 Child	160
Working Age - Non-Passported - Family Premium - 4 Child	39
Working Age - Non-Passported - Family Premium - 5 and above	6
Working Age - Non-Passported - Lone Parent Child Under 5	470
Working Age - Non-Passported - Non Dependant	88
Working Age - Non-Passported - Other	131
Working Age - Non-Passported - Severe Disability	79
Working Age - Non-Passported - War Pensioners	4
Working Age - Non-Passported - Working	535
Working Age - Passported - Carer	314
Working Age - Passported - Child Under 5	206
Working Age - Passported - Disability	261
Working Age - Passported - Disabled Child Premium	31
Working Age - Passported - Enhanced Disability	996
Working Age - Passported - Family Premium	143
Working Age - Passported - Family Premium - 1 Child	620
Working Age - Passported - Family Premium - 2 Child	354
Working Age - Passported - Family Premium - 3 Child	120
Working Age - Passported - Family Premium - 4 Child	29
Working Age - Passported - Family Premium - 5 and Above	2
Working Age - Passported - Lone Parent Child Under 5	1229
Working Age - Passported - Non Dependant	351
Working Age - Passported - Other	1432
Working Age - Passported - Severe Disability	425
Working Age - Passported - Working	25
TOTAL (Working Age) = 10,508 (57%)	
<b>Grand Total Working Age &amp; Elderly)</b>	<b>18419</b>

**Age:** Consider the full range of age groups

*Please tick (✓)  
the relevant box:*

**Overall impact:**

<b>Positive</b>		Whilst the proposed changes will impact negatively on working age Council Tax Support claimants, based on the findings from other London authorities who have implemented the same or higher reductions, we do not anticipate the impact to be significant. Within the scope of the scheme there is a Council Tax Discretionary policy to enable us to consider cases of hardship which will help mitigate any negative impacts.
<b>Neutral</b>		
<b>Negative</b>	✓	Pension age claimants (currently men and women aged 62½ and over) will not be affected by the change.
<b>Evidence:</b>  At present approximately 57% of Council Tax Support claimants are working age and 43% are pension age.  For comparison, the working age population (18 – 64 years) in Havering is 76% and the pension age population (65 and over) is 24%.  The proposed changes mean that all working age Council Tax Support claimants will have to pay at least 15% towards their Council Tax.		
<b>Sources used:</b>  Council Tax Support caseload data  Diversity Profile for EIAs August 2014  Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014		

<b>Disability:</b> Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		If the proposals are approved, disabled people who are of working age will also be negatively affected This is because they are disproportionately represented amongst working age claimants who will receive a reduction in Council Tax support.
<b>Neutral</b>		
<b>Negative</b>	✓	In addition, disabled people are less likely to have the same opportunities and access to work and employment that would improve their financial situation.  Support is in place through the Council Tax Discretionary policy for



	<p>those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants are not affected by these proposals.</p>
--	--

**Evidence:**

In terms of Council Tax Support, disabled household are those where the claimant (or any partner, or child) receives a state disability benefit payment or is seriously sick or disabled.

Approximately 24% of working age Council Tax Support claimants meet the above definition compared with 21% of the working age population of Havering.

The Council recognizes the barriers disabled people face and seek to assist address them by disregarding Disability Living Allowance and Attendance Allowance in the calculation of Council Tax Support. This often increases the amount of Council Tax Support a disabled person is entitled to. Havering has also chosen to disregard all Armed Forces compensation income from Veterans and Members of the Armed Forces.

In addition to the above, the Council seeks to maximize Council Tax Support for disabled people by increasing the applicable amount for them through premiums. Currently, there are premiums for severe disability, enhanced disability and a disabled child rate. Such premiums are granted when Council Tax Support applicants receive a relevant disability related benefit granted and administered by the Department of Work & Pensions.

Disabled people are historically disadvantaged and face greater barriers when accessing (information about) services and therefore disabled households are considered to be more vulnerable than other households. Disabled people who are unable to work receive higher levels of state benefits and while based on the proposals they will be subject to the 15% liability reduction, disabled working age claimants are likely to have a higher income than other unemployed, working age claimants whose council tax support will also be reduced.

**Sources used:**

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

**Sex/gender:** Consider both men and women

*Please tick (✓)  
the relevant box:*

**Overall impact:**

<b>Positive</b>		It is difficult to fully consider the implications the proposals will have on this protected characteristic due to the fact that only one claim is submitted per household.
<b>Neutral</b>		
<b>Negative</b>	✓	<p>However, equalities monitoring indicates that the majority of claims (63%) are made by females (married and single titles) compared with males. We also know that lone parents, part-time workers and carers are more likely to be women.</p> <p>The proposals are therefore considered to have a disproportionate impact on women.</p> <p>Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p>

#### Evidence:

Council Tax Support caseload data:

Title on claim	No.	Percentage
Mr Count	2153	37%
MRS Count	1327	23%
MS/Miss Count	2346	40%
Other	8	0%

From the above table it is seen that in total 63% of the household claims are made by women.

#### Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

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

Please tick (✓)  
the relevant box:

#### Overall impact:

<b>Positive</b>		There could be a negative impact of the proposals on people from Black and Minority Ethnic (BME) groups. As our data shows that BME claimants are slightly over-represented amongst working age claimants receiving Council Tax Support. This could imply that BME groups
<b>Neutral</b>		

<b>Negative</b>	✓	experience more difficulty in finding employment.
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**Evidence:**

The tables below show the projected figures for the breakdown of Havering by ethnicity/race and for Benefits claimants where they have supplied this information. The data is difficult to compare due to the different classifications of ethnicity used.

<b>2014 (projection)</b>	<b>Number</b>	<b>Percentage of population (%)</b>
All ethnicities	246,269	100.00
White	211,126	85.7
Black Caribbean	3,335	1.4
Black African	9,485	3.9
Black Other	4,524	1.8
Indian	5,813	2.4
Pakistani	1,820	0.7
Bangladeshi	1,205	0.5
Chinese	1,662	0.7
Other Asian	4,467	1.8
Other	2,833	1.2
<i>BAME<sup>1</sup> Total</i>	<i>35,144</i>	<i>14.3</i>

**Council Tax Support/Housing Benefit Claimants where Equalities information provided**

	<b>Number</b>	<b>Percentage of claimants who provided information</b>
White/British	4249	72.8%
White/Irish	91	1.6%
White/Other	381	6.5%
White & Black Caribbean	66	1.1%
White & Black African	43	0.7%
White & Asian	16	0.3%
Mixed/Other	43	0.8%
Asian/Asian British Indian	71	1.2%
Asian/Asian British Pakistan	69	1.2%
Asian/Asian British Bangladesh	54	0.9%
Asian/Asian British: Any Other	32	0.6%
Asian/Other	14	0.2%
Black/Black British Caribbean	154	2.6%
Black/Black British African	381	6.5%
Black/Black British Other	53	0.9%
Chinese	8	0.1%
Gypsy/Traveller	1	0.1%

<sup>1</sup> The GLA define BAME differently to the ONS. The GLA does not include a 'White Other' Group. Instead they have one category 'White' that includes 'White British' and 'White Other'.

Other Ethnic Group	86	1.5%
Declined	22	0.4%
Total	5834	100%

From the data provided above, it would appear that there is a disproportionate impact on BME claimants. 85.7% of Havering's population are defined as White (including the 'White: Other' category such as Eastern Europeans), compared to 80.9% of benefit claimants who define themselves as White (including 'White: Other').

**Sources used:**

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014 \*

**Religion/fait:** Consider people from different religions or beliefs including those with no religion or belief

*Please tick (✓)  
the relevant box:*

**Overall impact:**

**Positive**

Not known

**Neutral**

There is no information available to make an assessment on the impact of the proposals on this protected characteristic.

**Negative**

**Evidence:**

**Sources used:**

**Sexual orientation:** Consider people who are heterosexual, lesbian, gay or bisexual

*Please tick (✓)  
the relevant box:*

**Overall impact:**

**Positive**

Not known

**Neutral**

There is no information available to make an assessment on the impact of the proposals on this protected characteristic.

**Negative**

<b>Evidence:</b>
<b>Sources used:</b>

<b>Gender reassignment:</b> Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		Not known
<b>Neutral</b>		There is no information available to make an assessment on the impact of the proposals on this protected characteristic.
<b>Negative</b>		
<b>Evidence:</b>		
<b>Sources used:</b>		

<b>Marriage/civil partnership:</b> Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		Not known
<b>Neutral</b>		There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic.
<b>Negative</b>		

<b>Evidence:</b>
<b>Sources used:</b>

<b>Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave	
---	--

<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		<p>There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic. However, working mothers on maternity leave and women with caring responsibilities tend to have less income and/or reduced access to the labour market.</p> <p>It is perceived that there may also be equality implications for parents with young children and babies, particularly lone parents who may experience a negative impact. Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p>
<b>Neutral</b>		
<b>Negative</b>	✓	

<b>Evidence:</b>
<b>Sources used:</b>

<b>Socio-economic status:</b> Consider those who are from low income or financially excluded backgrounds	
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<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
--	--	------------------------

Positive		Council Tax Support is a means tested scheme available to households on low incomes. Therefore all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (most likely to be women), part-time workers (most likely to be women), working-age couples on low income, large households (more likely to be from BME backgrounds) and carers (most likely to be women).
Neutral		
Negative	✓	
		Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.
		Pension age Council Tax Support claimants will not be affected and will continue to receive similar levels of support with their council tax bills as they do at present.
<b>Evidence:</b>		
Please refer to breakdowns of Council Tax Support claimants available above.		
<b>Sources used:</b>		
Council Tax Support caseload data		
Diversity Profile for EIAs August 2014		
Demographic, Diversity and Socio-economic Profile of Havering’s Population March 2014		

## Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	✓	<p>We consulted on the proposed changes in October, November &amp; December 2014 and will report the results to Cabinet in January 2015</p> <p>All affected CTS applicants to be contacted in advance to advise of change if agreed prior to annual billing</p> <p>Monitor implication of change in Council Tax</p>	<p>Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support they need.</p> <p>Customers will have time to adjust and make appropriate payment arrangements</p> <p>We will monitor the impact of the changes and take-up of hardship funds as part of our performance</p>	<p>January 2015</p> <p>February 2015</p> <p>Ongoing</p>	<p>Chris Henry</p> <p>Debbie Wheatley</p> <p>Debbie Wheatley</p>



		<p>Support.</p> <p>The Council actively supports Apprenticeships. Meetings and events are arranged with Training Providers and Apprentices to keep them up to date with new initiatives and creating opportunities and promotion of</p>	<p>and quality checking systems. The performance data collated, including satisfaction surveys and community profile monitoring will form part of regular reporting arrangements to senior management and members.</p> <p>Citizens' Advice Bureau commissioned to assist provides debt counselling and advice.</p>		
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		Apprenticeships.  Regeneration also work with small and medium business enterprises to encourage growth and opportunities			
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\* You should include details of any future consultations you will undertake to mitigate negative impacts

\*\* Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

## **Review**

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

The EIA will be reviewed at bi-annual intervals or earlier if the Council Tax Support scheme is reviewed earlier than September 2016.

**London Borough of Havering  
Summary:  
Draft Council Tax Support Scheme 2016**

**Introduction**

Council Tax Benefit was abolished from 1 April 2013. In its place each local authority was required by Section 9 of the Local Government Finance Act 2012 (the Act) to produce its own scheme to reduce the liability of working age applicants whom it considers to be in financial need.

This document summarises the proposed Council Tax Support Scheme (2016 scheme) from April 2016 which the Council has produced in accordance with of Schedule 4 of the Act.

The Council adopted its own local scheme from April 2013 which has due regard to the Department for Communities and Local Government's policy intentions and unequivocally protects pensioners.

Havering's Local Council Tax Support scheme has been interpreted and applied in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 which set out what must be included in the scheme.

**Summary of Council Tax Support Scheme from April 2016**

The 2016 scheme will adopt the existing Council Tax Support scheme in place at 31 March 2016 as summarised in this document.

In this document 'the current scheme' means Havering's existing Council Tax Support scheme which was adopted in January 2013 and then amended with effect from April 2014 and again with effect from April 2015.

Unless expressly stated otherwise, the provisions outlined below relate solely to working age applicants under the current scheme.

No amendments are proposed to the draft 2016 scheme which effectively adopts the current scheme.

This document summarises the Council's proposed Scheme for eligible working age Council Tax payers to receive council tax support.

The scheme applicable to pensioners is defined in The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, Part 3, and Schedules 1 to 6, which is adopted within the 2016 scheme.

The procedure for the application and calculation of the 2016 scheme is summarised below and is made in accordance with Schedules 7 and 8 of the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012.

The principles embodying the Local Council Tax Support Scheme include:

- Local authorities will be expected to manage significant reductions in subsidised expenditure.
- Regulations have been set to protect claimants of state pension credit age.
- Local authorities will consult on their schemes with precepting authorities and the public.
- The Council will adopt the final scheme before 31 January 2013 or the default scheme will apply.
- Local authorities should aim to protect vulnerable groups.
- In developing schemes, local authorities should consider incentivising claimants into work.

The Local Council Tax Support Scheme includes the following:

- Introduction and definitions
- Prescribed of persons
- Provisions relating to entitlement under the scheme
- Applicable amounts
- Maximum Council Tax Reduction
- Amount of reduction under the scheme
- Assessment of Income and Capital under the scheme
- Students
- Applications
- Extended reductions
- Period of entitlement and changes of circumstances
- Schedules

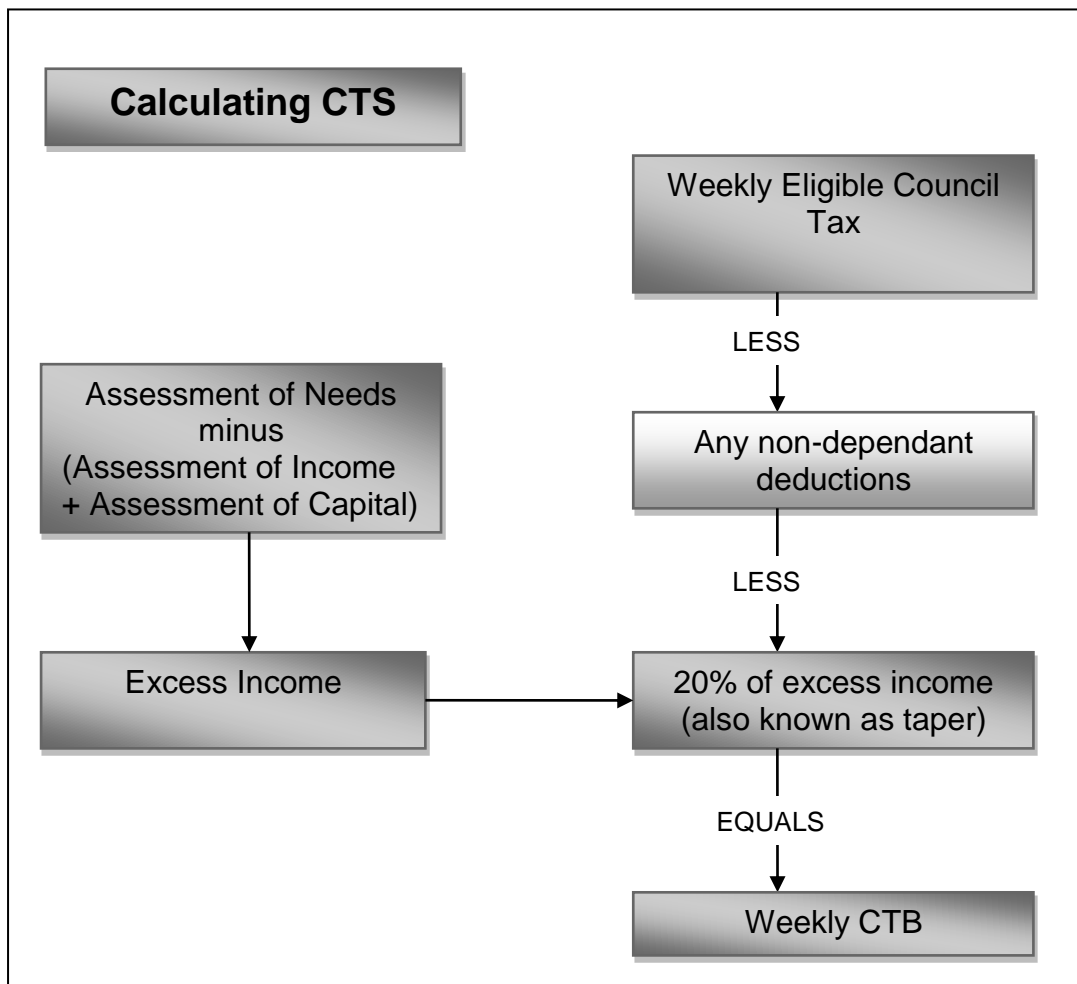
#### The Council Tax Support Calculation

The starting point for all calculations of Council Tax Support is the claimant's 'maximum benefit'. This is the claimant's weekly eligible Council Tax less any non-dependant deductions that apply. From April 2015 the maximum benefit figure for working age claimants is 85% of council tax liability. This means that every working age household must pay a minimum charge of 15% of their Council Tax Bill.

Income and capital are compared to the claimant's applicable amount. Any income over the applicable amount is known as the Excess Income.

The claimant qualifies for maximum support less 20% of any excess income figure. The 20% reduction to the maximum benefit is known as a taper.

Claimants in receipt of Job Seeker's Allowance and Income Support have already been assessed by the Department for Work and Pensions (DWP) as having income lower than their applicable amount and so will receive maximum council tax support less any non-dependant deductions.



#### Non-dependant deductions from April 2013

A non-dependant deduction is an amount of council tax that is due from the CTS claimant because there is another adult (non-dependant), who is not the claimant's partner, living in the household who receives an income. This reduces the amount of CTS a claimant will receive which is described in paragraph 58 of the draft 2016 scheme as follows:

- (1) Subject to the following provisions of this regulation, the non-dependant deductions in respect of a day referred to in regulation 57 (maximum council tax benefit) shall be—
  - (a) in respect of a non-dependant aged 18 or over in remunerative work, £20.00 x 1/7;
  - (b) in respect of a non-dependant aged 18 or over to whom sub-paragraph (a) does not apply, £6.00 x 1/7.
- (2) In the case of a non-dependant aged 18 or over to whom paragraph (1)(a) applies, where it is shown to the appropriate authority that his normal gross weekly income is—
  - (a) Less than £183.00, the deduction to be made under this regulation shall be that specified in paragraph (1)(b);
  - (b) Not less than £183.00 but less than £316.00, the deduction to be made under this regulation shall be £9.00;
  - (c) Not less than £316.00 but less than £394.00, the deduction to be made under this regulation shall be £15.00.

From April 2014 onwards, the eligible weekly council tax used to calculate council tax support shall be no higher than the weekly Council Tax Band D value for a property in Havering.

Paragraph 57 of the draft CTS scheme 2016 provides that:

- (1) Subject to paragraphs (2) to (5), the amount of a person's maximum council tax benefit in respect of a day for which he is liable to pay council tax, shall be 100 per cent of the amount A/B where—
  - (a) A is the amount set by the appropriate authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
  - (b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under regulation 58 (non-dependant deductions).
- (2) In calculating a person's maximum council tax benefit any reduction in the amount that person is liable to pay in respect of council tax, which is made in consequence of any enactment in, or made under, the 1992 Act, shall be taken into account.
- (3) The level of any Council Tax Support awarded shall be restricted to the level of band D
- (4) Subject to paragraph (5), where a claimant is jointly and severally liable for council tax in respect of a dwelling in which he is resident with one or more other persons but excepting any person so residing with the claimant who is a student to whom regulation 45(2) (students who are excluded from entitlement to council tax benefit) applies, in determining the maximum council tax benefit in his case in accordance with paragraph (1), the amount A shall be divided by the number of persons who are jointly and severally liable for that tax.
- (5) Where a claimant is jointly and severally liable for council tax in respect of a dwelling with only his partner, paragraph (4) shall not apply in his case.

From April 2015 onwards, Maximum Council Tax Support for working age claimants will reduce by 15%.

This means that every working age household has to pay a minimum charge of 15% of their Council Tax Bill.

Paragraph 29A of the draft CTS scheme 2016 provides that:

- (1) Subject to sub-paragraphs (2) to (4), for persons in classes D to E in this scheme a person's maximum council tax reduction amount in respect of a day is 85 per cent of the amount A/B where—
  - (a) A is the amount set by the authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
  - (b) B is the number of days in that financial year,

less any deductions in respect of non-dependants which fall to be made under paragraph 30A (non-dependant deductions: persons who are not pensioners) and any award restricted to the level of Band D

From April 2015 onwards, the amount of savings and investments people are allowed to have and still be entitled to claim CTS was reduced from £16,000 to £6,000.

The CTS scheme 2013/14 and 2014/15 did not accept claims from applicants who have savings and investments of more than £16,000. These individual were not entitled to any CTS.

From April 2015, applicants who have more than £6,000 in savings or investments will not be eligible to claim and will therefore have no entitlement to CTS.

Paragraph 23 of the draft CTS scheme states that:

- (1) The class of person described in this paragraph consists of -
  - (a) Persons in class A and B whose capital exceeds £16,000
  - (b) Persons in class D and E whose capital exceeds £6,000.

From April 2015 onwards, Second Adult Rebate was abolished.

Second Adult Rebate supports working age council tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.

### **Applications for Council Tax Support**

***This part applies to both pension-age and working-age applicants***

The following procedure has been set in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, referred to as 'the Regulations' below.

Entitlement to CTS is dependent on an application being made in the following way:

An application may be made:

- (a) In writing
- (b) By means of an electronic communication or
- (c) By telephone following publication by the Council of a number for this purpose.

The form provided by the Council for this purpose must be properly completed, and the Council may require the applicant to complete the form in the proper manner, and may further require that further information and evidence is provided by the applicant.

An application will be made defective if the applicant does not provide all of the information the Council requires.

Applications made by telephone will only be accepted if the applicant provides a written statement of their circumstances in the format required by the Council.

The Council will allow a certain length of time for applicants to correct any defects in their application.

The Regulations provide for which classes of people are eligible to make application for Council Tax Support.

### **Evidence and information**

Any person who makes an application or any person to whom a reduction under the CTS scheme 2016 has been awarded shall furnish such certificates, documents, information and evidence in connection with the application or award, or question arising out of it as may reasonably be required by the Council in order to determine the person's entitlement. Where the Council requests information it shall inform the applicant or person of their duty to notify the Council of any change of circumstances and shall indicate the kind of changes of circumstances which are to be notified.

Matters related to the electronic communication of information, proof of delivery and content of information will be determined in accordance with Part 4 of Schedule 7 of the Regulations.

Where the person is a pensioner paragraph 7(4) (5) (6) and (7) of Schedule 8 of the Regulations apply which specify matters relevant to evidence and information related to pensioners.

### **Amendment and withdrawal of applications**

Any person who has made an application may amend it at any time before a decision had been made by serving a notice in writing to the Council in accordance with paragraph 8 of Schedule 8 of the Regulations.

### **Decisions by the Council**

The Council will make a decision in respect of any application for a reduction under this scheme in accordance with the criteria set out within the CTS scheme 2016 rules.

The decision will be made within 14 days or as soon as reasonably practicable of the Council receiving at its designated office the properly completed application or the information requested to complete it or the evidence required. The date upon which the Council is deemed to have received the properly completed application shall be determined in accordance with paragraphs 6 of Schedule 1, paragraph 7 and Part 1 of Schedule 7 of the Regulations being satisfied, or as soon as reasonably practicable thereafter.

The Council will notify the applicant or any person affected by its decision under the scheme in writing forthwith, or as soon as reasonably practicable.

Any person affected to whom the Council sends or delivers a notification of a decision to may, within one month of the notification of the decision, request in writing from the Council a statement setting out the reasons for its decision on any matter set out in the notice.



Following receipt of a request for a written statement the Council will provide this within 14 days or as soon as reasonably practicable thereafter.

Where an award or payment of reduction is made the time and manner of granting the reduction under the scheme will be in accordance with Part 5 of Schedule 8 of the Regulations.

### **Change of circumstances**

For persons who are not pensioners the date on which changes of circumstances are to take effect will be determined in accordance with paragraph 4 of Part 2 of Schedule 8 of the Regulations.

### **Procedure for making an appeal**

Any applicant who is not in agreement with the decision of the Council taken under this scheme may service a notice in writing on the Council setting out their reasons and grounds upon which they believe the Council has made the wrong decision.

Following receipt of an appeal in writing the Council will:

- (1) Consider the appeal
- (2) Notify the applicant in writing of the following:
  - (i) Any decision not to uphold the appeal and the reasons for that; or
  - (ii) That steps are being taken to proceed with the appeal and set out what steps.

Where an applicant remains dissatisfied following receipt of any written notice sent by the Council in response to their appeal, they may within two months of the service of that notice, appeal to the valuation tribunal.

### **Applications for further discretionary reductions**

Under Section 13A(1)(c) of the Local Government Finance Act 1992 and The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, the Authority will consider applications for a further reduction in Council Tax.

There will be financial implications in that the cost of any reduction will be a direct cost to the Council. The cost of any discretionary reduction will, therefore, have to be met by the rest of the council taxpayers.

Applications must be made in writing or by prescribed electronic communications.

The Council will, in making decisions for further discretionary reductions, have due regard to its duties under The Child Poverty Act 2010, The Housing Act 1996, and The Equality Act 2010.

The Council will review all relevant matters when deciding whether to award a reduction including, but not limited to:

- The circumstances of any other person with whom the applicant is jointly and severally liable for Council Tax.

- The overall financial situation of the applicant and the applicant's family.
- The effect the council believes making an award will have on the applicant and any members of the applicant's family.
- Protecting the public purse and maintaining financial budgets.

A person who applies for a discretionary reduction may request that the Council review its decision. Any such request must be made in writing and be received within one month of the date the notification of the decision.

If practicable, another more senior officer, will reconsider the decision in light of all available evidence and, if appropriate amend it. Any change may lead to either a reduction or an increase in any award.

A further right of review will be available against the decision as reviewed which will be considered by a manager but only against the legality of the decision and not the actual outcome.

## Equality Impact Assessment (EIA)

### Document control

<b>Title of activity:</b>	The Council Tax Support Scheme 2016
<b>Type of activity:</b>	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
<b>Lead officer:</b>	Chris Henry, Head of Council Tax & Benefits, Exchequer & Transactional Services, oneSource
<b>Approved by:</b>	Sarah Bryant, Director of Exchequer & Transactional Services
<b>Date completed:</b>	December 2015
<b>Scheduled date for next review:</b>	September 2016

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

# 1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at [diversity@haverling.gov.uk](mailto:diversity@haverling.gov.uk)

## About your activity

1	<b>Title of activity</b>	The Council Tax Support Scheme 2016
2	<b>Type of activity</b>	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
3	<b>Scope of activity</b>	<p>Many people on low incomes can get Council Tax Support (CTS) to help them pay their council tax bills. The Council Tax Support Scheme is mainly funded by the Government although the Council help pay towards the scheme as well.</p> <p>The Government have been reducing the money to pay for the scheme since its inception in 2013. The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in-line with core funding reduction. While it is likely the core funding reduction will continue for 2016/17, there are no plans to make further savings from the CTS scheme in 2016. Therefore, a consultation of the 2016 CTS scheme is not required.</p> <p>The draft CTS scheme 2016 will continue to protect pensioners who will get the same level of council tax support as they do now.</p>
4a	<b>Is the activity new or changing?</b>	No
4b	<b>Is the activity likely to have an impact on individuals or groups?</b>	Yes
5	<b>If you answered yes:</b>	

<b>Completed by:</b>	Chris Henry, Head of Council Tax & Benefits
<b>Date:</b>	December 2015



## 2. Equality Impact Assessment

### Background/context:

The draft Council Tax Support Scheme 2016 will provide assistance to people on low incomes to help them pay their Council Tax.

The Council has a continuous need to make savings in order to balance its budget due to large reductions in government grant and changing funding regimes. The CTS Scheme was revised for 2015/16 to assist make savings. There are, therefore, no plans to revise the CTS Scheme for 2016/17.

Accordingly, the draft CTS Scheme 2016 will essentially remain the same as the CTS Scheme 2015.

The proposed scheme will continue to protect pensioners who will get the same level of Council Tax Support as they do now.

At any one time, approximately 9,000 working-age claimants are in receipt of Council Tax Support.

Additional financial assistance continues to be provided under S13a of the Local Government Finance Act 2012 for all groups below should anyone continue to experience financial hardship in paying their remaining council tax after council tax support has been awarded.

#### CTS Claimants of Pensionable Age

Elderly-Passported-Severe Disability	945
Elderly-Passported-Enhanced Disability	0
Elderly-Passported-Carer	182
Elderly-Passported-Disabled Child Premium	1
Elderly-Passported-Child Under 5	3
Elderly-Passported-Family Premium - 4 Child	1
Elderly-Passported-Family Premium - 3 Child	2
Elderly-Passported-Family Premium - 2 Child	4
Elderly-Passported-Family Premium - 1 Child	27
Elderly-Passported-Family Premium	134
Elderly-Passported-Working	11

Elderly-Passported-Non Dependant	583
Elderly-Passported-Other	3015
Elderly-Non-Passported-War Pensioners	28
Elderly-Non-Passported-Severe Disability	44
Elderly-Non-Passported-Enhanced Disability	2
Elderly-Non-Passported-Carer	199
Elderly-Non-Passported-Child Under 5	2
Elderly-Non-Passported-Family Premium - 4 Child	2
Elderly-Non-Passported-Family Premium - 2 Child	3
Elderly-Non-Passported-Family Premium - 1 Child	11
Elderly-Non-Passported-Family Premium	6
Elderly-Non-Passported-Working	109
Elderly-Non-Passported-Non Dependant	429
Elderly-Non-Passported-Other	2182
<b>Elderly Total</b>	<b>7925</b>

#### CTS Claimants of Working Age

Working Age-Passported-War Pensioners	
Working Age-Passported-Severe Disability	702
Working Age-Passported-Enhanced Disability	1380
Working Age-Passported-Disability	251
Working Age-Passported-Carer	467
Working Age-Passported-Disabled Child Premium	39
Working Age-Passported-Lone Parent Child Under 5	1438
Working Age-Passported-Child Under 5	251
Working Age-Passported-Family Premium - 5 & A	5
Working Age-Passported-Family Premium - 4 Child	1
Working Age-Passported-Family Premium - 3 Child	121
Working Age-Passported-Family Premium - 2 Child	400
Working Age-Passported-Family Premium - 1 Child	701
Working Age-Passported-Family Premium	134
Working Age-Passported-Working	83
Working Age-Passported-Non Dependant	365
Working Age-Passported-Other	1518
Working Age-Non-Passported-War Pensioners	4
Working Age-Non-Passported-Severe Disability	156
Working Age-Non-Passported-Enhanced Disability	339
Working Age-Non-Passported-Disability	202
Working Age-Non-Passported-Carer	142
Working Age-Non-Passported-Disabled Child Premium	33
Working Age-Non-Passported-Lone Parent Child U 5	747
Working Age-Non-Passported-Child Under 5	677
Working Age-Non-Passported-Family Premium - 5 & A	14
Working Age-Non-Passported-Family Premium - 4 Child	68

Working Age-Non-Passported-Family Premium - 3 Child	264
Working Age-Non-Passported-Family Premium - 2 Child	692
Working Age-Non-Passported-Family Premium - 1 Child	1002
Working Age-Non-Passported-Family Premium	265
Working Age-Non-Passported-Working	630
Working Age-Non-Passported-Non Dependant	75
Working Age-Non-Passported-Other	316
<b>Working Age Total</b>	<b>13482</b>

**Age:** Consider the full range of age groups

*Please tick (✓)  
the relevant box:*

**Positive**

**Neutral**

**Negative**

**Overall impact:**

Working age taxpayers from age 18 can make a claim for CTS. There are exceptions and these are laid down by statute.

Pension age claimants (currently men and women aged 62½ and over) will not be affected by the change.

**Evidence:**

At present approximately 55% of Council Tax Support claimants are working age and 45% are pension age.

For comparison, the working age population (18 – 64 years) in Havering is 76% and the pension age population (65 and over) is 24%.

**Sources used:**

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014



<b>Disability:</b> Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		<p>If the Scheme is approved, disabled people who are of working age will be negatively affected. This is because they are disproportionately represented amongst working age claimants who will receive a reduction in Council Tax support.</p> <p>In addition, disabled people are less likely to have the same opportunities and access to work and employment that would improve their financial situation.</p> <p>Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants are not affected by these proposals.</p>
<b>Neutral</b>		
<b>Negative</b>	✓	
<p><b>Evidence:</b></p> <p>In terms of Council Tax Support, disabled household are those where the claimant (or any partner, or child) receives a state disability benefit payment or is seriously sick or disabled.</p> <p>Approximately 24% of working age Council Tax Support claimants meet the above definition compared with 21% of the working age population of Havering.</p> <p>The Council recognizes the barriers disabled people face and seek to assist address them by disregarding Disability Living Allowance and Attendance Allowance in the calculation of Council Tax Support. This often increases the amount of Council Tax Support a disable person is entitled to. Havering has also chosen to disregard all Armed Forces compensation income from Veterans and Members of the Armed Forces.</p> <p>In addition to the above, the Council seeks to maximize Council Tax Support for disabled people by increasing the applicable amount for them through premiums. Currently, there are premiums for severe disability, enhanced disability and a disabled child rate. Such premiums are granted when Council Tax Support applicants receive a relevant disability related benefit granted and administered by the Department of Work &amp; Pensions.</p> <p>Disabled people are historically disadvantaged and face greater barriers when accessing (information about) services and therefore disabled households are considered to be more vulnerable than other households. Disabled people who are unable to work receive higher levels of state benefits and while based on the proposals they will be subject to the 15% liability reduction, disabled working age claimants are likely to have a higher income than other unemployed, working age claimants whose council tax support will also be reduced.</p>		

**Sources used:**

Council Tax Support caseload data 2014

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

**Sex/gender:** Consider both men and women

*Please tick (✓)  
the relevant box:*

**Positive**

**Neutral**

**Negative**

✓

**Overall impact:**

Only one claim is submitted per household.

However, equalities monitoring indicates that the majority of claims (63%) are made by females (married and single titles) compared with males. We also know that lone parents, part-time workers and carers are more likely to be women.

The scheme therefore is considered to have a disproportionate impact on women.

Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.

**Evidence:**

Council Tax Support caseload data:

Title on claim	No.	Percentage
Mr Count	2153	37%
MRS Count	1327	23%
MS/Miss Count	2346	40%
Other	8	0%

From the above table it is seen that in total 63% of the household claims are made by women.

**Sources used:**

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

Ethnicity/race: Consider the impact on different ethnic groups and nationalities																																									
Please tick (✓) the relevant box:		<b>Overall impact:</b>  Our data shows that BME claimants are slightly over-represented amongst working age claimants receiving Council Tax Support. This could imply that BME groups experience more difficulty in finding employment.																																							
Positive																																									
Neutral	✓																																								
Negative																																									
<b>Evidence:</b> The tables below show the projected figures for the breakdown of Havering by ethnicity/race and for Benefits claimants where they have supplied this information. The data is difficult to compare due to the different classifications of ethnicity used.																																									
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<sup>1</sup> The GLA define BAME differently to the ONS. The GLA does not include a 'White Other' Group. Instead they have one category 'White' that includes 'White British' and 'White Other'.

Bangladesh		
Asian/Asian British: Any Other	69	0.8
Asian/Other	14	0.3
Black/Black British Caribbean	218	2.6
Black/Black British African	615	7.5
Black/Black British Other	87	1.0
Chinese	14	0.3
Gypsy/Traveller	6	0
Other Ethnic Group	126	1.5
Arab	13	0.3
Declined	29	0.3
Total	8227	100

From the data provided above, it would appear that there is a disproportionate impact on BME claimants. 85.7% of Havering's population are defined as White (including the 'White: Other' category such as Eastern Europeans), compared to 80% of benefit claimants who define themselves as White (including 'White: Other').

**Sources used:**

Council Tax Support caseload data 2015

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014 \*

**Religion/faith:** Consider people from different religions or beliefs including those with no religion or belief

*Please tick (✓) the relevant box:*

**Positive**

**Overall impact:**

Not known

**Neutral**

There is no information available to make an assessment on the impact of the scheme on this protected characteristic.

**Negative**

**Evidence:**

**Sources used:**

**Sexual orientation:** Consider people who are heterosexual, lesbian, gay or bisexual

*Please tick (✓) the relevant box:*

**Positive**

**Overall impact:**

Not known

<b>Neutral</b>		There is no information available to make an assessment on the impact of the scheme on this protected characteristic.
<b>Negative</b>		
<b>Evidence:</b>		
<b>Sources used:</b>		

<b>Gender reassignment:</b> Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		Not known
<b>Neutral</b>		From the data that we hold currently, we do not have sufficient evidence to determine the impact on this protected characteristic
<b>Negative</b>		However, people considering or undergoing the process of gender reassignment are a hard to reach groups. At present gender reassignment will not be a factor in any part of the assessment of Council Tax Support and it is not considered to be a characteristic which requires a higher applicable amount when assessing benefit. For these reasons, it is expected that Council Tax Support will not adversely affect transgendered people as a specific group.
<b>Evidence:</b>		

<b>Sources used:</b>
----------------------

<b>Marriage/civil partnership:</b> Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	<b>Overall impact:</b>
<b>Positive</b>	Not known
<b>Neutral</b>	There is insufficient information available to make an assessment on the impact of the scheme on this protected characteristic.
<b>Negative</b>	
<b>Evidence:</b>  People considering or undergoing the process of gender reassignment are a hard to reach groups. At present gender reassignment will not be a factor in any part of the assessment of Council Tax Support and it is not considered to be a characteristic which requires a higher applicable amount when assessing benefit. For these reasons, it is expected that Council Tax Support will not adversely affect transgendered people as a specific group.	
<b>Sources used:</b>	

<b>Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	<b>Overall impact:</b>
<b>Positive</b>	There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic. However, working mothers on maternity leave and women with caring responsibilities tend to have less income and/or reduced access to the labour market.
<b>Neutral</b>	
<b>Negative</b>	However, the Equality Act 2010 provides for protection against maternity discrimination for 26 weeks after giving birth, including as a result of breastfeeding. Pregnancy and maternity should be considered as two separate characteristics as while the claimant is pregnant, her applicable amounts and personal allowances are lower Pregnancy is not a factor

	<p>in the current assessment of Council Tax Benefit and will not be a factor in the assessment of Council Tax Support.</p> <p>It is therefore expected that pregnant women will not be adversely affected by Council Tax Support.</p> <p>Once a child is born, it becomes part of the household composition and increased allowances apply</p> <p>It is perceived that there may also be equality implications for parents with young children and babies, particularly lone parents who may experience a negative impact. Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p>
<b>Evidence:</b>	
<b>Sources used:</b>	

<b>Socio-economic status:</b> Consider those who are from low income or financially excluded backgrounds		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		<p>Council Tax Support is a means tested scheme available to households on low incomes. Therefore all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (most likely to be women), part-time workers (most likely to be women), working-age couples on low income, large households (more likely to be from BME backgrounds) and carers (most likely to be women).</p> <p>Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants will continue to receive similar levels of support with their council tax bills as they do at present.</p>
<b>Neutral</b>	<input checked="" type="checkbox"/>	
<b>Negative</b>		

**Evidence:**

Please refer to breakdowns of Council Tax Support claimants available above.

**Sources used:**

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014



## Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	✓	We consulted on the proposed changes in October, November & December 2014 and will report the results to Cabinet in January 2015	Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support they need.	In place for April 2016	Chris Henry
		All affected CTS applicants to be contacted in advance to advise of change if agreed prior to annual billing	Customers have been given time to adjust and make appropriate payment arrangements	In place for April 2016	Ian Johnson
		Monitor implication of change in Council Tax	We are monitoring the impact of the changes and take-up of hardship funds as part of our	In place for April 2016	Debbie Wheatley

		<p>Support.</p> <p>The Council actively supports Apprenticeships. Meetings and events are arranged with Training Providers and Apprentices to keep them up to date with new initiatives and creating opportunities and promotion of Apprenticeships.</p> <p>Regeneration also work with small and medium business enterprises to encourage growth and opportunities</p>	<p>performance and quality checking systems.</p>	<p>Ongoing</p> <p>Ongoing</p>	
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Ethnicity/Race	<i>Whilst there is no negative impact identified there is some action that is required to ensure that communities are made aware of their entitlements under the scheme .The figures indicate that BME communities are overrepresented in the claimant figures</i>	A range of targeted outreach and communication methods will be used to promulgate these messages which include but are not limited to outreach at places of worship ,schools and media streams or social interaction sites	BME communities that are able to access benefits to which they are entitled. Uptake will be monitored through our current E+D monitoring processes	Ongoing	
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The CTS scheme will be reviewed every year along with the EIA.

## **Review**

The EIA will be reviewed at bi-annual intervals or earlier if the Council Tax Support scheme is reviewed earlier than September 2016.



## **Voluntary Sector Grants and Commissioning Review**

### **1. Background**

- 1.0 The MTFS savings agreed by the Cabinet in September 2014 included a proposal to reduce the Council's spend within the voluntary and community sector (VCS) by £1.1 million, to be achieved from 1 April 2016 ongoing. This Appendix sets out how it is proposed that the first £866,001 of these target savings is to be achieved.
- 1.1 There remains a shortfall of £233,999 against the original target savings of £1.1 million. A further report will be put before the Cabinet later in 2016 detailing how this gap is to be bridged.

### **2 The Outcome of the Review Process**

- 2.1 The review has so far identified **£866,001** of savings.
- 2.2 It is proposed that **£43,778** of savings attributed to Learning and Achievement be carried over to the 2017/18 financial year to enable the services to manage the change process most effectively for both clients and VCS organisations. Contract periods are not currently consistently aligned across common themes. Some are based on academic years whilst others are based on financial years, for example, and various Council services currently have different contracts with the same organisations, but with different start and end dates. Slipping some of the proposed savings into "Year 2" would allow officers to address this.
- 2.3 It was agreed early in the review process that Adult Social Care (ACS) would contribute £500,000 of the £1.1 million savings target through its own review of its grants and commissioning arrangements with the voluntary and community sector. This level of savings was considered to be achievable whilst sufficiently stretching, and still recognising the significant level of increased demand being placed upon Adult Social Care services by the borough's changing demographics. The service does not yet have a definitive list of savings proposals at this stage in the process, but will be taking separate reports through the relevant processes to agree and deliver the required savings within the agreed timescale. The review of grants and commissioning arrangements with the voluntary sector within Adult Social Care and Commissioning is therefore outside the scope of this Appendix.
- 2.4 The table below identifies the percentage savings so far identified for each service area:

**Table 1 - Savings Identified by Service Area**

Directorate / Service	General Fund Spend 2015/16	Proposed Savings for 2016/17	Proposed Savings for 2017/18	Total Savings Proposed	Percentage Savings Proposed
<b>CHILDREN'S ADULTS &amp; HOUSING</b>	<b>£4,814,101</b>	<b>718,870</b>	<b>43,778</b>	<b>762,648</b>	<b>15.8%</b>
Adult Services	£3,906,888	500,000	0	500,000	12.8%
Children's Services	£500,559	182,750	0	182,750	36.5%
Learning & Achievement	£406,654	36,120	43,778	79,898	19.6%
<b>COMMUNITIES &amp; RESOURCES</b>	<b>£348,134</b>	<b>103,353</b>	<b>0</b>	<b>103,353</b>	<b>29.7%</b>
Corporate Core Funding	£323,654	98,188	0	98,188	30.3%
Culture & Leisure	£14,480	1,165	0	1,165	8.0%
Economic Development (Thames Chase Trust)	£10,000	4,000	0	4,000	40.0%
<b>Grand Total</b>	<b>£5,162,235</b>	<b>822,223</b>	<b>43,778</b>	<b>866,001</b>	<b>16.8%</b>
<b>Savings Identified</b>	<b>£866,001</b>				
<b>Residual Shortfall</b>	<b>£233,999</b>				

2.5 The project has sought to enable more effective targeting of limited and reducing resources while maintaining (as far as possible) the quality of services which meet varied needs. The detailed proposals are set out in Table 2 (below). The overall change proposals can be grouped under the following generic themes:

- Bringing together arrangements in respect of organisations receiving multiple funding from different Council departments to reduce overhead costs and Council contract monitoring time;
- Aligning contracts across departments where they have similar delivery themes, in order to reduce the total number of providers thereby reducing overhead costs and Council contract management time;
- Decommissioning duplicate services across the VCS and / or Council departments;
- Decommissioning services where they are no longer required because the needs of the client group and / or statutory duties on the Council have altered;
- Delivering services in a different way, whereby the target outcomes can be achieved more cost effectively;
- Re-configuring funding arrangements (e.g. by moving to a payment by placement model), and
- Making budget reductions where the impact is deemed minimal / manageable by that particular organisation / service.

2.6 At present, £25,778 of the proposed 2017/18 savings within Learning and Achievement have not been attributed to specific contracts, but will be achieved through various reviews of the existing

grants and commissioning arrangements within that service that remain ongoing. Such reviews will be carried out jointly with Children's Services where this makes sense and may also give rise to additional future savings proposals within Children's Services, as there are a number of organisations (e.g. First Step) that are currently funded by both services, possibly with duplication between them.

### **3 Managing Issues, Risks and other Implications**

3.1 The Public Sector Equality Duty requires the Council to have due regard to the need to:

- Eliminate prohibited conduct - No such issues arise in relation to these proposals.
- Advance equality of opportunity - Any funding reductions to voluntary sector organisations providing direct services may create or worsen some inequalities of opportunity either geographically or according to the specific needs of individuals who are otherwise already disadvantaged. The impact for each client group has been assessed and appropriate action taken to mitigate against any negative impact where possible.
- Foster good relations - Engagement and consultation with potentially affected organisations has been undertaken in accordance with the voluntary sector COMPACT in order to foster and preserve good relations through what will be a challenging process.
- Have due regard to the issues arising - Where proposals are being made to reduce service provision, due regard has been given to the need to minimise or remove disadvantage as far as possible, for example by replacing the service with more efficient models of delivery or ensuring that access to a similar service is available in the community.

3.2 Each identified spending reduction has been subject to an Equalities Impact Assessment (EIA) (attached) that ensures that the Council has paid due regard to the impact of the proposals by identifying issues, risks and other implications of its implementation and mitigating these where possible.

3.3 A cumulative Equality Impact Assessment, considering the overall impact of the entire package of savings proposals, has also been completed and is also attached.

3.4 It must be recognised that the borough has relatively small marketplaces for delivering some of the services in question, especially those for disabled young people. There may, therefore, be heightened risks of provider failure and a lack of residual capacity within the market as a result of some of these proposals.

3.5 It is recognised that the changes proposed in this document may have short term implications on the Council's ability to achieve the long term vision of its Voluntary Sector Strategy, to 'ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector'. As set out above, the impact has been fully assessed as part of the Equalities Impact Assessment process. It is however also recognised that the authority faces financial challenges and it is imperative that the London Borough of Havering delivers the appropriate savings and efficiencies to achieve a balanced budget for forthcoming years.

Table 2 - Breakdown of the proposed savings

SERVICE AREA	ORGANISATION	CONTRACT PURPOSE	BUDGET 2015/16	SAVINGS PROPOSED	CHANGE PROPOSALS (SEE KEY) <sup>1</sup>
LEARNING & ACHIEVEMENT	Disablement Association of Barking and Dagenham (DABD UK)	Short breaks	£44,257	£2,000	G/A
LEARNING & ACHIEVEMENT	Family Information Group (FIG)	Short breaks, summer play schemes, after school and weekend activities	£125,000	£28,000	G/A
LEARNING & ACHIEVEMENT	Lambourne End	Family Fun Days Food for Thought project	£19,244	£2,000	G
LEARNING & ACHIEVEMENT	Willows	Direct Payments budget	£7,920	£7,920	C or D (tbc)
LEARNING & ACHIEVEMENT	Attention Deficit Disorders Uniting Parents in Havering, Barking and Dagenham and Surrounding Areas (Add Up)	Support for families with children who have or are awaiting diagnosis of Attention Deficit & Hyperactivity Disorder (ADHD)	£14,200	£14,200	D
CHILDREN & YOUNG PEOPLE	Barnardo's	Young carers of adults – Assessments, fortnightly after school club, trips and outings; individual case work, family case work, and therapeutic interventions	£60,000	£22,000	B/E
CHILDREN & YOUNG PEOPLE	Carers Trust	Young carers (siblings of SEND children) – Saturday Club and Fun Fit Club	£66,902	£52,000	B/E
CHILDREN & YOUNG PEOPLE	First Step	Young carers	£9,750	£9,750	D/E

**KEY<sup>1</sup>** **A** – Bring together organisations receiving multiple funding into one contract; **B**- Align contracts with similar delivery themes to reduce costs; **C** – Decommission duplicates; **D**- Decommission because needs of clients have changed; **E**- Deliver services in house when more cost effective; **F**- Reorganise how services are delivered where statutory duty has changed; **G**- Reconfigure contracts to pay by usage; **H**- Review contract specifications to achieve savings; **I** – Make budget reductions where impact is deemed minimal/manageable.



<b>SERVICE AREA</b>	<b>ORGANISATION</b>	<b>CONTRACT PURPOSE</b>	<b>BUDGET 2015/16</b>	<b>SAVINGS PROPOSED</b>	<b>CHANGE PROPOSALS (SEE KEY)<sup>1</sup></b>
<b>CHILDREN &amp; YOUNG PEOPLE</b>	Children's Society	Advocacy for Looked After Children	£60,000	£10,000	E/G
<b>CHILDREN &amp; YOUNG PEOPLE</b>	Children's Society	Advocacy and support for Missing Children and young people identified as at risk of absconding	£60,000	£30,000	E/G/C
<b>CHILDREN &amp; YOUNG PEOPLE</b>	Sycamore Trust	Information and advice on Autistic Spectrum Disorders	£18,000	£18,000	C
<b>CHILDREN &amp; YOUNG PEOPLE</b>	Relate	Counselling and therapy services for teenagers and their families	£41,000	£41,000	C
<b>POLICY &amp; PERFORMANCE</b>	This service was previously provided by HAVCO, until it closed in September 2015	Infrastructure support for the voluntary and community sector	£56,272	£56,272	D/C
<b>POLICY &amp; PERFORMANCE</b>	Citizens Advice Bureau	Debt advice, welfare benefits assessments and general legal and consumer advice	£151,930	£22,733	I/G/C
<b>POLICY &amp; PERFORMANCE</b>	Motorvations	Education and training for young people aged 13-17	£16,120	£16,120	C
<b>ECONOMIC DEVELOPMENT</b>	Thames Chase Trust	Community Forest – increase accessibility to green infrastructure.	£10,000	£4,000	I
<b>POLICY &amp; PERFORMANCE</b>	Payments to the voluntary sector	Various small ongoing underspends with the Policy and Performance budget	£3,060	£3,060	D
<b>CULTURE &amp; LEISURE</b>	Havering Arts Council	Creating marketing materials aimed at younger people	£3,750	£975	I
<b>CULTURE &amp; LEISURE</b>	Havering Sports Council	Creating marketing materials aimed at younger people	£730	£190	I



# **Cumulative Equalities Impact Assessment**

## **Voluntary Sector Spending Review**

### **Introduction and context**

Havering has a diverse community made up of many different groups and individuals. The Council values diversity and believes it essential to try to understand the different contributions, perspectives and experience that people from different backgrounds bring to our community.

### **The Public Sector Equality Duties and Financial Decisions**

The recent downturn in the economic climate has had a significant impact on public authorities. Financial constraints have already resulted in many authorities, including Havering, making important decisions about the services they provide. These decisions include efficiency drives, budget reductions, reorganisations, redundancies and service reductions.

The Equality and Human Rights Commission is concerned that some decisions may have a disproportionate effect on certain groups of people, and may be contrary to the statutory equality obligations to which public authorities are subject. While acknowledging the difficult economic environment in which public authorities are now operating, the Commission is emphasising the mandatory nature of the equality duties, and the importance of public authorities meeting their duties when making significant decisions. The equality duties are legal obligations which should remain a priority, even in times of economic difficulty. The duties are a valuable tool to help ensure that decisions do not create or perpetuate inequality.

To ensure that its services and decisions do not discriminate against or adversely affect any equality group differently, the Council undertakes Equalities Impact Assessments (EIAs) of individual propositions and Cumulative Equality Impact Assessments of packages of proposals that are related to one another (e.g. as a result of the annual budget setting process). This analysis is currently being undertaken in respect of the voluntary sector spending review. The individual EIAs and this overarching, cumulative EIA of the entire package of proposals identify what effect, or likely effect, will follow from the implementation of the review for different groups in the community.

Each relevant service area has identified existing arrangements that can be reduced, reconfigured or decommissioned in order to achieve the required savings. Each individual proposal has been subject to an EIA which sets out how the Council will work with providers and service users to ensure the impact of the loss or reduction of service is minimised as far

as possible. For example, where services have been identified as being duplicated or delivered by more than one agency it is proposed that such duplication be removed. Similarly, where services can be reconfigured or are shown to be underused proposals have been put forward to make contributions to the required savings in these areas. Where possible, the Council's overarching approach to achieving the target savings necessary from the voluntary sector review has been to focus its limited resources on those with the greatest needs and bringing together existing disparate arrangements to allow as many services as possible to continue being delivered but in a manner that is more cost effective to the local authority.

As with most public sector organisations, the achievement of budget reductions in Havering is an ongoing process and as such the EIAs supporting the review, as well as this Cumulative Equality Impact Assessment, are living documents that will continue to be updated as the review progresses.

## **Findings of the Cumulative Equality Impact Assessment and Mitigating Actions**

Our analysis of the potential impacts of all of our spending review proposals has shown that there may be some cumulative impacts on the following groups of people:

- **Children and young people**

These specific proposals will impact directly on children and young people; on those services designed for and specifically targeted at certain age ranges and cohorts of children and young people (such as looked after children, children who go missing and children identified as being at risk of absconding) and those more generally available to these age groups. However, this must be seen in the context of the council's overall expenditure on children and young people rising subsequently to accommodate additional demands to safeguard young people through the council's statutory children's services and through continued investment in early help.

The number of children and young people (aged under 25) in the borough increased between 2012 and 2013 by 1,165. Havering has also experienced the largest net inflow of children across all London boroughs. Across the five year period from 2009 to 2013, a total of 5,134 children settled in the borough from another London Borough. The young people population of the borough is expected to continue growing over the next five years, by around 16% between 2015 and 2030, with the greatest percentage increase (31%) expected to be seen in those aged 11-17 years.

As a result of these proposals, services that support children and young people with specific needs will be reconfigured and there will be a different range of services for all children and young people to access. Some of the services and activities currently available within local communities will no longer be funded by the local authority.

To mitigate the impacts of this as far as possible, the Council has worked with providers to develop better and earlier types of help and services to support children, young people and families to prevent their needs from escalating. Where possible the Council has sought to protect or reconfigure services so that they are delivered in the most cost effective ways possible. By doing this the Council has sought to ensure that children and young people in the borough have access to the widest range of opportunities to achieve their potential within the financial envelope that is available. Increasingly, as resources reduce, we will be targeting our resources on the most vulnerable children and families.

- **Carers (including parents and families)**

A number of these specific proposals impact on parents, carers and families, with several impacting on young carers in particular. Young carers play a vital role in supporting siblings and parents with additional needs and disabilities. Council services, including those commissioned from the voluntary sector, in turn support many of them either directly or indirectly, and the proposed changes to these services as a result of the voluntary sector spending review will impact on young carers to some degree. However, this must be seen in the context of the council's overall expenditure on other children and young people and adult social care rising subsequently to accommodate additional demands to safeguard both young people and adults through the council's statutory children's and adults services and through continued investment in early help.

It has been identified that some of the services currently commissioned for this cohort are underutilised and that the eligibility criteria for accessing the services is not being fully met in some areas, so where possible it is intended to contribute savings from these contracts in order to minimise the impact. In some instances, services will be re-commissioned against a more limited financial envelope and a more robust service specification that is better matched to service users' current needs in order to address the quality and capacity issues identified through the review as well as to achieve savings. It is also intended to bring together several of the current varied and disparate contracts provisions into a single service specification for all young carers services so that, as far as possible, services will continue to be available to young carers but will be provided in a manner that is more cost effective for the local authority. During the tender process the Council will be seeking assurance from bidders that they are able to meet the needs of young carers from a variety of ages and backgrounds in order to ensure that services provided going forward continue to meet the needs of all young carers across the borough.

Some of the services currently delivered to young carers by the voluntary sector will be brought in-house and delivered by the Council's Early Help team. Through bringing these services in-house the Council aims to increase the capacity and also improve the communication between the provider and the referring social worker. The Early Help team will use the same case management system (CCM), minimising potential delays and information-sharing difficulties. The Early Help service is part of the same management team as Children's Social Care, meaning that monitoring of performance

can take place on a more frequent basis with rapid response to concerns. The proposal will also facilitate greater consistency of approach across age ranges and cohorts of children and young people to functions such as young carers assessments and give existing Council staff opportunities to develop new skill sets.

Some of the proposals are also expected to have positive impacts on carers and families – for example, the proposed strengthening of the family therapy service, which can now be achieved due to proposed reductions in other services commissioned from the voluntary and community sector.

- **People with Disabilities**

It has been identified that the proposed package of proposals will have cumulative impacts on people with disabilities, and particularly children and young people with special educational needs and disabilities (SEND). There may be longer waiting times for services, or indeed a reduced level of services available for some service users. However, this must be seen in the context of the council's overall expenditure on other children and young people and adult social care rising subsequently to accommodate additional demands to safeguard both young people and adults through the council's statutory children's and adults services and through continued investment in early help.

According to the latest ONS Annual Population Survey (January 2014 – December 2014), 18% of working age people living in Havering have disclosed that they have a disability or long-term illness. This is similar to the national proportion (19%).

According to the School Census, in 2013 37,602 pupils in maintained primary and secondary schools and special schools had Special Education Needs (SEN). The most common categories of LDD are Moderate Learning Disabilities (30%), Behaviour, Emotional and Social Difficulties (19%) Speech, Language and Communication Needs (17%). The number of children in Havering with learning difficulties and disabilities (LDD) is expected to increase, most significantly among primary school age children. Current projections suggest an overall increase of 7.5% across all categories of LDD by 2017.

To mitigate the impacts of the proposed changes impacting on these cohorts, the proposed savings have been split over two years where possible, in order to give both providers and service users more time to prepare for and manage the changes. Where possible, current multiple and disparate contracts will also be brought together and streamlined so that services remain available for these service users but are provided in a manner that is more cost effective to the local authority.

It has also been identified through the review that some of the services currently commissioned from the voluntary sector specifically for children and young people with certain additional needs (e.g. ADHD) are available within mainstream provision. Where this is the case, it is intended to redirect the recipients of these children towards

mainstream provision where this is appropriate. This fits with the Council's overall strategy to move children and young people with SEND into mainstream provision wherever this is possible and appropriate, to allow more expensive and specialist provision to be focused on those children and young people with the greatest needs.

Where it has been identified that there is currently duplication of service provision and some of these services are to be decommissioned, existing recipients of the services to be decommissioned will be signposted to other services available in the community that are able to meet their needs.

## **Other Mitigating Actions**

As well as the actions described above, all providers that are proposed to receive funding reductions as a result of the voluntary sector spending review will be offered support from the Council's Community Development team to identify and apply for alternative funding sources. As the Council is increasingly moving away from a grant giving to a commissioning approach, it is also planned to deliver procurement / tendering workshops for voluntary and community sector organisations in January / February 2016, to help maximise their potential to tender successfully to deliver commissioned services going forward.

Some of the organisations impacted by the proposals had already foreseen the probable impacts of reducing levels of funding being available from both the local authority and other sources and have already started taking active steps to secure alternative funding and to reduce their operating costs in line with the future level of resource that is likely to be available to them. Such organisations will be supported by the Council with their efforts in this regard should they wish.

During the various re-commissioning and retendering processes arising out of the review, bids for new services will also be welcomed on a consortium basis where appropriate. This means that smaller providers need not be disadvantaged as a result of the Council's intentions to bring together current disparate arrangements into larger and broader contracts and funding agreements.

A new Voluntary Sector Strategy and accompanying action plan was also adopted by the Council in June 2015, setting out how the Council will work to support the sector going forward, particularly in the context of being unable to provide as much financial support to the sector in future as has previously been the case. Progress in achieving the action plan is monitored by a cross-departmental steering group and reported regularly to the Overview and Scrutiny Board.

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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending</b>	The Disablement Association of Barking & Dagenham (DABD UK)				
<b>Date Created</b>	30/12/15	<b>Review Date:</b>	30/12/15	<b>Version:</b>	2
<b>Author:</b>	Priti Gaberria				

<b>Person completing EIA:</b> Priti Gaberria	
<b>Signed:</b> _____	<b>Date:</b> 05/01/16
<b>Person supervising EIA:</b> Mary Phillips	
<b>Signed:</b> _____	<b>Date:</b> _____

### Section 2 - Potential Issues

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>Reduction in service</p>	<p>DABD provides services to young people with additional needs and / or disabilities through two key projects. The service is suitable for all young people aged 8 yrs – 18 yrs.</p> <p><b>Residential:</b> To provide an overnight respite service, either a 2, 5 or 7 night residential (away from home) for young people with additional needs and / or disabilities</p> <p><b>Befriending:</b> To provide a service to young people with additional needs and / or disabilities to access the community, attend activities and / or events or undertake task outside of the home which support the young person, their parent / carers and family.</p> <p>A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people.</p> <p>A reduction in service could potentially mean reduced options for respite for both young people and families, and could potentially result in more families</p>	<p>We have discussed the potential of a reduction in funding with the provider, and the provider has started to consider income generation and what services could be made available to families through direct payments.</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>in crisis.</p> <p>The provider is working with both young people and families to develop resilience, and a reduction in funding could mean that there is a risk to maintaining provision that supports the development of independence for young people and families.</p>	
Decreased access to service	Decreased access to the service could impact on vulnerable young people and families in need of respite.	We don't anticipate that there will be decreased access to service due to the proposed reduction in funding.
Potential workforce impacts	Paid staff members and the voluntary workforce.	At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies in relation to impacts on existing staff.
Impact on community engagement	The provision allows young people to access the community safely, whilst developing essential skills for future independence. A reduction in funding could mean that young people will have reduced opportunities to engage with the community.	Work with the provider to identify more universal activities which families and young people can access independently.
Impact on community cohesion	A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people. A reduction in service could	Planned consultation with stakeholders, families and young people on how services could be delivered differently.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	potentially mean reduced options for respite for both young people and families, and could potentially result in more families in crisis.	

### Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	We will be carrying out a survey of staff employed by DABD to determine those with protected characteristics; however the process will need to comply with DABD's process for existing staff.	December 2015	At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies in relation to impacts on existing staff.	Not required yet		
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
DABD	March 16	Retendering		Formal retendering process	To be initiated	open	Priti Gaberria
Parents, carers and young people	February 16	Consultations with parents, young people and carers.		Formal retendering process	To be initiated	open	Priti Gaberria

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	December 2015	Work with provider to identify more universal activities which families and young people can access independently.	Ongoing	Open	Priti Gaberria
Disability	Services are aimed at young people aged 8 yrs – 18 yrs, including with Autistic Spectrum Conditions, young people with Behaviours that Challenge, learning difficulties, Epilepsy and other medical conditions; young	December 2015	<b>Actions to be considered by provider:</b>  Continue to develop their approach to Direct Payments	To be considered	Open	DABD

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>people in nappies, wheelchair users, those who need Peg feeding, restricted diets or being feed.</p> <p>DABD currently has a high volume of users and not enough staff resulting in service users not being able to access requested services.</p> <p>Residential trips are currently being organised by the provider therefore if a young person has a specific need it may be difficult to accommodate their needs on certain trips.</p> <p>Change of management and how this may impact on service delivery and staffing - New management is keen to advertise services when currently they are experiencing capacity / staffing issues.</p> <p>There is a risk of reducing funding as DABD is the only provider who currently offers overnight respite. In addition this provider is equipped to meet some of the more complex needs of young people, therefore significant reductions to the contract could</p>		<p>and Personal Budgets</p> <p>Make it clear what is available at each residential day / centre through leaflets and advertising therefore the family and young person can make an informed choice about whether the activity is suitable.</p> <p>To develop their marketing strategy, but ensure eligibility for services is clear</p> <p>Continue to develop bids to charities such as Children In Need, Big Lottery etc.</p> <p>Continue to work with this provider as they are experienced at managing some of the more complex young people being supported through short breaks. We would look to make some efficiency saving through developing a more robust delivery specification.</p>	To be taken forward through the re-tendering process	Open	Priti Gaberria

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	impact on future delivery.					
Sex	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Priti Gaberria
Gender Reassignment	Provider does not gather this data		n/a			
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Priti Gaberria
Religion or Belief	Provider does not gather this data	December 2015	Provider may consider collecting this information in the future to ensure services are meeting needs of diverse population	To be considered	Open	DABD
Sexual Orientation	Provider does not gather this data		n/a			



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced. DABD receives funding from a number of different organisations and has already anticipated that there will be reductions to funding so have already started to consider how to deliver future services.
Quarterly monitoring data	Some of the activities have not be fully utilised so there has been under delivery, which could mean that support can be provided in a different way for families.

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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Family Information Group (FIG)				
<b>Date Created</b>	30/12/15	<b>Review Date:</b>	30/12/15	<b>Version:</b>	2
<b>Author:</b>	Priti Gaberria				

<b>Person completing EIA:</b> Priti Gaberria	
<b>Signed:</b> _____	<b>Date:</b> 05/01/16
<b>Person supervising EIA:</b> Mary Phillips	
<b>Signed:</b> _____	<b>Date:</b> _____

### Section 2 - Potential Issues

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
Reduction in service	<p>The FIG play scheme operates during school holidays, usually during the first four weeks of the summer holiday. The scheme opens from 10am-3pm.</p> <p>The scheme is appropriate for children and young people with a wide range of disabilities. Children are cared for with a 1:1 or 1:2 ratio.</p> <p>The service offers outings for young people to places such as Stubbers, Willow Farm, Digger Land, swimming at Corbets Tey, Paradise Wildlife Park and the seaside. Onsite days at the premises are also provided which may include entertainment from animal visits, magicians and bouncy castles, arts and crafts.</p> <p>A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people.</p> <p>The provider is working with both young people and families to develop resilience, and a reduction in funding could mean that there is a risk to maintaining provision that supports the development of independence for young people and families.</p>	<p>We have discussed the potential of a reduction in funding with the provider, and the provider has started to consider income generation and what services could be made available to families through direct payments.</p> <p>We intend to source other providers that will offer holiday provision thorough the re-tending process.</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>A reduction in service could potentially mean reduced options for respite for both young people and families, and could potentially result in more families in crisis.</p> <p>Holiday provision is highly sought after by families, and this is the only provider offering this service.</p> <p>A reduction to funding could mean that it becomes unviable for the provider to continue to deliver services.</p>	
Decreased access to service	Decreased access to the service could impact on vulnerable young people and families in need of respite.	We intend to work with the provider to develop the offer and access to services through re-tendering.
Potential workforce impacts	Paid staff members and the voluntary workforce.	At this point we do not anticipate a reduction in workforce to manage the reduction. Should a reduction in staff be required the organisation will be expected to follow its own organisational policies relating to the management of impacts on existing staff.
Impact on community engagement	The provision allows young people to access the community safely, whilst developing essential skills for future independence. A reduction in funding could mean that young people will have reduced opportunities to engage with the community.	Work with provider to identify more universal activities which families and young people can access independently.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
Impact on community cohesion	A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people. A reduction in service could potentially mean reduced options for respite for both young people and families, and could potentially result in more families in crisis.	Planned consultation with stakeholders, families and young people on how services could be delivered differently.

### Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	We will be carrying out a survey of staff employed by the organisation to determine those with protected characteristics; however the provider will need to comply with its own process for existing staff.	December 2015	At this point we do not anticipate a reduction in workforce to manage the reduction. Should a reduction in staff be required the organisation will be expected to follow its own organisational policies relating to the management of impacts on existing staff.	Not required yet		
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
FIG	March 16	Retendering		Formal retendering process	To be initiated	Open	Priti Gaberria
Parents, carers and young people	February 16	Consultations with parents, young people and carers.		Formal retendering process	To be initiated	Open	Priti Gaberria

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	December 2015	Work with the provider to identify more universal activities which families and young people can access independently.  Work with the provider to develop income generation to help sustain the project.	ongoing	open	Priti Gaberria
Disability	Services are aimed at young people aged 8 yrs – 18 yrs, including those with Autistic	December 2015	<b>Actions to be considered by provider</b>	To be considered	Open	FIG



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>Spectrum Conditions, young people with Behaviours that Challenge, and learning difficulties.</p> <p>There is a risk of reducing funding as FIG is the only provider that currently offers holiday provision (play scheme). In addition this provider is equipped to meet some of the more complex needs of young people, therefore significant reductions to the contract could impact on future delivery.</p>		<p>Continue to develop their approach to Direct Payments and Personal Budgets</p> <p>Develop an income generation model and review delivery costs of provision.</p> <p>Continue to work with this provider as they are experienced at managing some of the more complex young people being supported through short breaks. We would look to make some efficiency saving through developing a more robust delivery specification.</p>	To be taken forward through the re-tendering process	Open	Priti Gaberria
Sex	Reducing funding to this provider will impact on the service it is able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently, as well as support development of a future business model and income generation opportunities.	Ongoing	Open	Priti Gaberria
Gender Reassignment	Provider does not gather this data		n/a			

### Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will impact on the service it is able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently as well as support the development of a future business model and income generation opportunities	Ongoing	Open	Priti Gaberria
Religion or Belief	Provider does not gather this data	December 2015	The provider may considering collecting this information in the future to ensure services are meeting the needs of the diverse population	To be considered	Open	FIG
Sexual Orientation	Provider does not gather this data		n/a			

### Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced.
Quarterly monitoring data	Monitoring meetings support that the holiday provision is well attended and that it is a service that is much needed by families. We have had discussions with the provider about the current delivery model in relation to personalisation and moving to outcome based commissioning. The provider needs to be able to demonstrate how activities support young people in developing skills and to meet outcomes set out in Education, Health and Care (EHC) Plans.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1- Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Lambourne End				
<b>Date Created</b>	30/12/15	<b>Review Date:</b>	30/12/16	<b>Version:</b>	1
<b>Author:</b>	Georgina Shapley				

<b>Person completing EIA:</b> Georgina Shapley	
<b>Signed:</b> _____	<b>Date:</b> 05.1.16
<b>Person supervising EIA:</b> Priti Gaberria	
<b>Signed:</b> _____	<b>Date:</b> 05.1.16

### Section 2 - Potential Issues

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>Reduction in service</p>	<p>Lambourne End provides services to young people with additional needs and / or disabilities through two key projects, Family Fun Days and Food for Thought. The service is suitable for families with a disabled young person.</p> <p><b>Family Fun Days</b> provide fantastic opportunities for families to take part in outdoor activities together in a relaxed, welcoming atmosphere.</p> <p>There is a risk that any further reduction to the contract will impact on the family fun days as the contract will become unviable to deliver. Lambourne End is currently the only provider to offer a <b>family</b> fun day, and this is in high demand from families.</p> <p><b>Food for thought</b> is a transition project engaging disabled young people in meaningful activities working in a garden and farm environment to develop work skills as part of a team which will in turn build their confidence, self-esteem, raise their aspirations, support social interaction and encourage a positive outlook on life.</p> <p>A reduction in service will impact on the</p>	<p>Funding for Food for thought current comes from 4 streams, London Borough of Havering, Redbridge Transitions Services, Ernest Cook Trust and West Essex Clinical Commissioning Group.</p> <p>Provider to consider exploring other funding streams. Lambourne End reported that they will be making applications to Comic Relief and Children in Need. Provider to also consider introducing membership fees, which is currently being piloted with Redbridge.</p> <p>Develop a shop / café where the produce can be used. Looking to get bees to produce honey - both would generate funding / income</p> <p>The provider reported that the impact of decommissioning the food for thought project will not be major as the project is not being accessed correctly, the path way is not right and the logistics on the pathways need to be revised to fit the short breaks criteria. The Council will work with the provider to establish a robust pathway to access food for thought via the shorts breaks scheme.</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	vulnerable service users and their families, local site users, and potentially affect the provisions voluntary work force.	
Decreased access to service	Decreased access to the service could impact on vulnerable young people and families, which may result to families in crisis.	We don't anticipate that there will be decreased access to service due to the proposed reduction in funding.
Potential workforce impacts	Paid staff members and the voluntary workforce.	At this point we do not anticipate a reduction in workforce to manage the reduction. Should reduction in staff be required the organisation will be expected to follow its own organisational policies in relation to impacts on existing staff.
Impact on community engagement	The provision allows young people to access the community safely, whilst developing essential skills for future independence. A reduction in funding could mean that young people will have reduced opportunities to engage with the community.	Work with provider to identify more universal activities which families and young people can access independently.
Impact on community cohesion	A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people. A reduction in service could potentially mean reduced options for both young people and families, and could potentially result in more families in crisis.	Planned consultation with stakeholders, families and young people on how services could be delivered differently.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner		
Age	A survey will be carried out of the staff employed by Lambourne End to determine those with protected characteristics; however the process will need to comply with Lambourne End's process for existing staff.	December 2015	The service will be offered support to seek and apply for alternative funding sources	To be initiated	Open	Georgina Shapley / Community Development Team		
Disability								
Sex			The organisation will be expected to follow its own organisational policies in relation to impacts on existing staff if necessary.	Not yet required				
Gender Reassignment								
Marriage & Civil Partnership								
Pregnancy & Maternity								
Race								
Religion or Belief								
Sexual Orientation								

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Lambourne End	March 16	Retendering		Formal retendering process	To be initiated	Open	Georgina Shapley
Parent, carers and young people	February 16	Consultations with parents, young people and carers.		Formal retendering process	To be Initiated	Open	Georgina Shapley

# Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

## Section 5 - Service Delivery Impacts and Issues

### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18 and their families	December 2015	Work with the provider to identify more universal activities which families and young people can access independently.	Ongoing	Open	Georgina Shapley
Disability	<p>Lambourne End provides services to young people with additional needs and / or disabilities through two key projects, Family Fun Days and Food for Thought. The service is suitable for families with a disabled young person</p> <p>Family Fun Days- There are four different activities on offer each day which are chosen to ensure that a variety of farm, environment and adventure activities can be enjoyed. Activities include archery, teambuilding, pony &amp; cart rides, caving, kayaking, farm tour, climbing, ropes course, sensory</p>		<ul style="list-style-type: none"> <li>• Currently receives funding from Essex CCG 16-25 improvement to health and wellbeing, Redbridge, individual schools and parents/carers</li> <li>• Develop a shop/café where the produce can be used. Looking to get bees to produce honey - both would generate funding/income</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Open</p> <p>Open</p>	<p>Lambourne End</p> <p>Georgina Shapley / Lambourne End</p>



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>trail, swimming, fencing, bush craft, pond dipping, abseiling, goat show, bug hunt, orienteering or raft building. Activities vary in how physically demanding they are which allows each family to choose two which are most suited to their needs and interests.</p> <p>Food for Thought- Each person attending will take part in gardening activities; digging, sowing, weeding, watering, picking. They will taste fruit/vegetables and learn where food comes from. Activities (in/outdoors) vary depending on time of year, weather and abilities / interest within the group, as well as how physically demanding they are so that each individual can have a go at their own pace.</p> <p>Participants can attend regularly one day per week for an agreed period of time.</p> <p>School ages to attend one day a week- if this is a short break provision, this should not be taking</p>		<ul style="list-style-type: none"> <li>Parents/carers are willing to pay for the services - the option of personalised budgets and direct payments should be explored further.</li> <li>30 year lease has been granted, and the building strategy plan for the next 5 years is being developed therefore the premises is stabilised for future projects and any reduction in funding would not affect this</li> <li>Provider to consider exploring other funding streams. Lambourne End reported that they will be making applications to Comic relief and Children in</li> </ul>	<p>Ongoing</p> <p>To be achieved through the re-tendering process</p>	<p>Open</p> <p>Open</p>	<p>Lambourne End</p> <p>Priti Gabberia</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>place during the school week.</p> <p>There is no continuity for the young people, as once they reach 100 hours, they can't continue the programme.</p> <p>The project is not suitable for young people with complex / physical needs as additional staff are required</p> <p>The impact of decommissioning will be not be major, as the project is not being accessed correctly, the pathway is not right and the logistics on the pathways need to be revised</p> <p>The project likely to be oversubscribed during the summer months however during the winter months it may be difficult to fill capacity.</p>		<p>Need. Provider to also consider introducing membership fees, which is currently being piloted with Redbridge.</p> <p>The Food for thought project is not current meeting its full capacity and it has been highlighted through the voluntary sector review that there will not be a major impact on the service if it was decommissioned, as the project is not being accessed correctly, the pathway is not right and the logistics to the pathways need to be revised. As a result of all the above points, saving to be realised through a more robust specification.</p>			
Sex	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Georgina Shapley

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Gender Reassignment	Provider does not gather this data		n/a			
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Georgina Shapley
Religion or Belief	Provider does not gather this data	December 2015	Provider may consider collecting this information in the future to ensure services are meeting needs of diverse population	To be considered	Open	Lambourne End
Sexual Orientation	Provider does not gather this data		n/a			

### Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and Equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced. Lambourne End receives funding from a number of different organisations and has already anticipated that there will be reductions to funding so has already started to consider how to deliver future services.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Quarterly monitoring data	Some of the activities have not be fully utilised so there has been under delivery, which could mean that support can be provided in a different way for families.
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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Willows				
<b>Date Created</b>	30/12/15	<b>Review Date:</b>	30/12/16	<b>Version:</b>	2
<b>Author:</b>	Priti Gaberria				

<b>Person completing EIA:</b>	
<b>Signed:</b> Priti Gaberria	<b>Date:</b> 05/01/15
<b>Person supervising EIA:</b>	
<b>Signed:</b> Mary Phillips	<b>Date:</b>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Removal of service	The removal of the service would have an impact on vulnerable young people with moderate disabilities aged 8-18	<p>There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers.</p> <p>It would be possible to meet the needs of these young people through other commissioned services.</p>

### Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Removal of funding will impact on staffing however Willows need to comply with own processes in relation to managing impacts on existing staff.	January 2015	<p>The service was offered support to seek and apply for alternative funding sources</p> <p>The organisation will be expected to follow its own organisational policies in relation to managing impacts on existing staff.</p> <p>The provider was offered a meeting to discuss an exit strategy.</p>		Closed	
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Parents, carers and young people	March 15	Engagement with parents, young people and carers.	Advised that the contract has ended with Willows and supported families to source alternative services.		Completed	closed	
Willows	March 15	Advise Willows of end of contract	Advised that contract has ended with Willows and supported families to source alternative services.	Exit strategy meeting offered to provider.	Completed	closed	

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Ending the contract with this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	Jan 15	There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers.  It would be possible to meet the needs of these young people through other commissioned services.	completed	closed	



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Disability	Services were aimed at young people aged 8 yrs – 18 yrs, including Autistic Spectrum Conditions, young people with Behaviours that Challenge and Learning difficulties	Jan 15	<p>There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers.</p> <p>It would be possible to meet the needs of these young people through other commissioned services.</p>	completed	closed	
Sex	Services were aimed at young people of both sexes aged 8yrs – 18yrs, including Autistic Spectrum Conditions, young people with Behaviours that Challenge, Learning difficulties	Jan 15	<p>There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers.</p> <p>It would be possible to meet the needs of these young people through other commissioned services.</p>	Completed	closed	
Gender Reassignment	Data not gathered		n/a			
Marriage & Civil Partnership	Data not gathered		n/a			
Pregnancy & Maternity	Data not gathered		n/a			
Race	Data not gathered		n/a			
Religion or Belief	Data not gathered		n/a			
Sexual Orientation	Data not gathered		n/a			

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 6: Data Sources

Data used	How has this information informed your decision
Monitoring meetings	Regular monitoring meetings highlighted contract compliance issues hence decision to end contract in line with the end date of the framework.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1- Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Attention Deficit Disorders Uniting Parents in Havering, Barking & Dagenham and Surrounding Areas (Add+Up)				
<b>Date Created</b>	30/12/15	<b>Review Date:</b>	30/12/16	<b>Version:</b>	1
<b>Author:</b>	Georgina Shapley				

<b>Person completing EIA:</b> Georgina Shapley	
<b>Signed:</b> _____	<b>Date:</b> 05.01.2016
<b>Person supervising EIA:</b> Priti Gaberria	
<b>Signed:</b> _____	<b>Date:</b> 05.01.2016

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Reduction in service	<p>Add up offers support, information, and guidance for families of children diagnosed or awaiting a diagnosis of ADHD and associated disorders including children presenting with challenging behaviour</p> <p>A reduction in the service would impact on those vulnerable service users with ADHD and the parents, carers and siblings of those young people, as there is not be a provision available to this specific cohort of young people</p>	<p>Children with ADHD will be able to access mainstream provisions</p> <p>Add Up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professionals.</p>
Removal of service	<p>There is a risk associated with decommissioning this provision as Add Up provides a niche service for this cohort of young people, which would mean that this cohort of young people could be left without a service. If the service is decommissioned, children with ADHD will not be able to attend a project specifically for their needs.</p> <p>It is likely that the provider will challenge the decision not to provide funding and this could be a risk for the council.</p>	<p>Officers feel that there is a need for some early intervention but it is not appropriate for the Children and Adults with Disabilities (CAD) team to continue to fund the service, as the young people accessing this area of provision do not meet the threshold for short breaks.</p> <p>Areas that can be explored are:</p> <ul style="list-style-type: none"> <li>-Provide training to parents in PRUs and charge for this training. Also give training to teachers, e.g. Developing the Monster Inside programme. By completing this, income could be generated to fund services decommissioned by the local authority.</li> <li>-Working with colleagues on alternative provision. The organisation has been approved to go onto the AP list.</li> <li>- Explore Health Funding</li> </ul>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		-Add Up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professional.
Decreased access to service	A reduction in the service would impact on those vulnerable service users with ADHD and the parents, carers and siblings of those young people, as there would be reduced provision available to this specific cohort of young people	<p>Children with ADHD will be able to access mainstream provisions</p> <p>Add Up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professionals.</p>
Potential workforce impacts	The decommissioning of this provision may impact on paid workforce and the voluntary workforce	The organisation is expected to follow its own organisational policies in relation to managing impacts on existing staff
Impact on community engagement	<p>The decommissioning of this provision will impact on local vulnerable young people with ADHD and the parents, carers and siblings of those young people.</p> <p>The provision allows young people to access the community safely whilst developing life skills. This cohort of young people may have a reduced ability to access the community safely if this service is decommissioned, which may result in social isolation, and in turn result in families reaching crisis point.</p>	<p>Support the provider to signpost service users to other provisions available locally.</p> <p>Add Up reported that they do not know who receives direct payments. They are aware that some young people do access Sycamore Trust or Carer's Trust, however they have not kept any record of this</p> <p>Continue to sell programmes, e.g. teacher and parent training, and training for the behaviour support team delivered to council staff. Training programme for health. Again this could generate income.</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	A survey will be carried out of the staff employed by Add Up to determine those with protected characteristics; however the process will need to comply with Add Ups process for existing staff.	December 2015	<p>The service will be offered support to seek and apply for alternative funding sources</p> <p>The organisation will be expected to follow its own organisational policies on existing staff.</p>	<p>In progress</p> <p>Not required yet</p>	Open	Georgina Shapley
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Internal departments within LBH		Alternative funding sources to be discussed with other teams		Investigate if the services can continue to be delivered by Children and Young Peoples team and / or early intervention funding	To be initiated	Open	Georgina Shapley
Add Up	March 16	To be informed of outcome of the voluntary sector review	Decommissioning of services has not been formally discussed with the provider	To be initiated	To be initiated	Open	Georgina Shapley

# Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

## Section 5 - Service Delivery Impacts and Issues

### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	December 2015	Work with provider to identify more universal activities which families and young people can access independently.	Ongoing	Open	Georgina Shapley
Disability	<p>The service provides school holiday provision, after school provision &amp; Saturday and Sunday provision. Add Up offers support, information, and guidance for families of children diagnosed or awaiting a diagnosis of ADHD and associated disorders including children presenting challenging behaviour, including:</p> <ul style="list-style-type: none"> <li>•Training for parents/children</li> <li>•Volunteer / mentoring training programme for young people</li> </ul> <p>The service is over-subscribed at 25 per day (including out of borough children)</p> <p>The organisation currently does not receive any funding from health.</p> <ul style="list-style-type: none"> <li>•Add Up currently does not have any</li> </ul>	December 2015	<ul style="list-style-type: none"> <li>•Young people attending Add Up could go to universal provisions but tend to be removed because of their behaviour</li> <li>•Give training to parents in PRU and charge for this. Also give training to teachers. Developing the Monster Inside programme. By completing this, income could be generated to fund decommissioned services from local authority.</li> <li>•Continue to sell programmes - teacher and parent training, and training for the behaviour support team delivered to council staff. Training programme for health. Again this could generate income.</li> <li>•Working with colleagues on alternative provision. The organisation has been approved to</li> </ul>	Ongoing	Open	Georgina Shapley Add Up



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>quality marks as they cannot afford the process</p> <ul style="list-style-type: none"> <li>•Add Up reported that they do not know who receives direct payments. They are aware that some young people do access Sycamore Trust or Carers Trust, however they have not kept any record of this</li> <li>•Add Up does not track the progress of the young people attending once they leave the provision</li> <li>•Siblings are encouraged to attend so that they can better understand and will do a lot of work with the sibling. They work with different key workers to start with and then separated to build their own identity, allowing siblings to also develop on their own and not have the constant responsibility</li> </ul>		<p>go onto AP list.</p> <ul style="list-style-type: none"> <li>•Explore Health Funding</li> <li>• The young people accessing this area of provision do not meet the threshold for short breaks. This causes confusion about what other support families can access.</li> <li>•Add up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professional</li> </ul>			
Sex	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Georgina Shapley
Gender Reassignment	Provider does not gather this data		n/a			
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will	December	Work with provider to identify more	Ongoing	Open	Georgina

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	impact on the service they are able to provide to vulnerable young people	2015	universal activities which families and young people can access independently			Shapley
Religion or Belief	Provider does not gather this data		Provider may consider collecting this information in the future to ensure services are meeting needs of diverse population	To be considered	Open	Add Up
Sexual Orientation	Provider does not gather this data		n/a			

### Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced. Add Up receives funding from a number of different organisations and has already anticipated that there will be reductions to funding so have already started to consider how to deliver future services.
Quarterly monitoring data	Some of the activities have not be fully utilised so there has been under delivery, which could mean that support can be provided in a different way for families.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions.

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<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Barnardos - Young Carers Assessments, fortnightly after school club, trips and outings, individual case work, family case work, therapeutic interventions				
<b>Date Created</b>	22/12/15	<b>Review Date:</b>	At end of next contract	<b>Version:</b>	1
<b>Author:</b>	Deborah Redknapp				

<b>Person completing EIA:</b> Insert name of individual(s) writing EIA	
<b>Signed:</b> <u>U Beaton</u>	<b>Date:</b> <u>22/12/15</u>
<b>Person supervising EIA:</b> Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

**Signed:**



**Date:** 22/12/15

### Section 2- Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
The service will be part of a generic young carers service	Young carers – less targeted to specific group i.e. aged 8	A young carers service will be re-commissioned to include all young carers and can be matched to service users' needs within the available resources
Location of service may change (from My Place) + travelling distance	Young carers / families	Provider will be required to locate the service in close proximity to the majority of young carers' home addresses within the available resources
The contribution from Barnardos may be at risk (£28K)	Reduced resources and capacity	The current Barnardos service is valued at £60K and this attracts an additional £28K from Barnardos' core funding. We are expecting to go out to tender with a budget of circa £57K and Barnardos will be invited to bid for the service. If Barnardos is successful it is expected that the additional resource will continue for the time being.
Reduced level of service i.e. Young Carers assessments, individual case work and family case work will be provided by the Council's Early Help team rather than the young carers support service	The level of capacity and expertise needed	The Early Help team will undertake the young carers assessments and any preventive interventions that are required by the family should they meet the Early Help criteria. This is especially pertinent to young people caring as a consequence of substance misuse, mental health issues etc. so as to prevent family breakdown.

### Section 3 - Potential Workforce Issues

Early Help Team: The Early Help team may require training to enable them adequately to complete the young carers assessments.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Barnardos Staff: The Barnardos staff team is made up of employed staff and volunteers. If 50% of paid employed staff time is spent on this contract they will be subject to TUPE as part of the tender process and will therefore be protected. Additionally Barnardos is a national charity that has circa 8381 employees (2015 annual report) and more than 16000 volunteers so it is expected that existing staff who would prefer to remain with Barnados could be redeployed within the Barnardos organisation.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	<p>The demographic breakdown of Barnardos staff (employed and volunteers) is as follows:</p> <p>Staff who have a disability - 2</p> <p>The age range of staff working with young carers includes those aged 18-30 (3), 30-50 (2) and over 50 (3)</p> <p>The ethnicity of the staff – 3 Black African, 1 of mixed ethnicity and 4 White British</p>					
Disability						
Sex						
Gender						
Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Barnardos	11/09/2015	Initial information and consultation meeting	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement.	No further action	completed	closed	
		Letter of	Questionnaire was completed	Clarification	completed	closed	VB

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Barnardos	1/10/2015	termination questionnaire		questions raised.			
Barnardos	22/10/2015	Clarification	Further clarifications were raised in a couple of areas	No further action	completed	closed	VB
Barnardos	22/10/2015	Meeting and additional questionnaire	The issue was raised about the additional funding from Barnardos	Barnardos was asked to present a plan for a scaled down service omitting the family intervention and 121 support elements. Barbados has been reluctant to undertake this task due to concerns for staff.	Due to concerns raised we have decided not to pursue this action	Closed	VB
Young carers / families	09/11/2015	Visit to the service and engagement with the young carers and separately with family members present.	<p>Engagement with young carers and parents. The key points that came from the engagement were the following :</p> <p>Young people talked about being teased at school for having a sibling or parent with a disability and it was good to meet with other young people who face the same issues.</p> <p>"I like coming to club and mixing with children who may have similar problems or worries as me"</p> <p>Parents mentioned not being isolated and have managed to build friendship</p>	The points raised will be incorporated into the service specification for the tender.	Service specification to be written and agreed	Open	VB

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			<p>with other parents in a similar position</p> <p>Location was also important so they can transport the children to the club</p> <p>Young people would like the club to happen weekly instead of monthly</p>				
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### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

The service will be re-commissioned as part of a generic young carers support service

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The current young carers services are commissioned by a number of factors including age (8+)	September 2015	All young carers, irrespective of age, will have access to the newly commissioned young carers support.	Service specification to be finalised.	open	VB
Disability	Ensuring the service is in close proximity to the young carer's home so that a parent with a disability can manage transport.	VB	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex						
Gender Reassignment						



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 6 - Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The Barnardos Young Carers service is commissioned to provide a flexible range of functions and activities and the Quarter 2 data indicates that the service is meeting all of its targets in terms of numbers of young carers engaging with the various services. Almost half of the young carers being supported are receiving individual case work which could be offered by the Early Help team should they meet the Early Help criteria.
Feedback from engagement exercise	Will be used to develop the new service specification

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# Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

## What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

## Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	<p>Carers Trust - Young Carers (siblings with a special need or disability); Young Carers Saturday Club (24 sessions)</p> <p>The Saturday Club provides a safe and stimulating environment for young people with a disability to develop social, physical and recreational skills. Sessions run for 3 hours for 24 weeks a year. A maximum of 15 young people attend each session.</p> <p>The Fun Fit Club is for any family in the London Borough of Havering that has a family member under the age of 18 with a disability or chronic illness. The club encourages and promotes social interaction, physical exercise, well-being and confidence amongst all family members (including siblings) through low impact exercise and games. The sessions run on</p>				
<b>Date Created</b>	22/12/15	<b>Review Date:</b>	18/01/16	<b>Version:</b>	2
<b>Author:</b>	Deborah Redknapp				

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

**Person completing EIA:** Insert name of individual(s) writing EIA

**Signed:** 

**Date:** 22/12/15

**Person supervising EIA:** Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken

**Signed:** 

**Date:** 23/12/15

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
The existing service will be de-commissioned and a new young carers' service will be commissioned that provides for all young carers. The service will be part of a generic young carers service going forward	Targeted young carers	The service will be re-commissioned to include all young carers and can be matched to service users' needs. During the tender processes we will be seeking assurance that bidders are able to meet the needs of young carers from a range of backgrounds and caring roles (i.e. carers of parents, siblings or both). We will offer the service on a consortium basis.
Location of the service may change	Young carers / families	A new provider will be required to locate the service in close proximity to the majority of young carers' home addresses, within the financial envelope
If the current level of funding is reduced, the provider would not be able to maintain the current level of service delivery.	Young carers / families / young people with additional needs	Carers Trust to be encouraged to develop a relationship with the YMCA's special needs gym.  Carers Trust to consider expanding the Fun Fit Club across the borough (as it is currently only available at one location) and also to consider holding these sessions in parks and open spaces.
Some Carers Trust funding responsibility is	Learning & Achievement budgets	This has been agreed with colleagues in Learning and

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

<b>Key Issues:</b>	<b>Impacts on:</b>	<b>Mitigating Action Taken:</b>
being transferred to Learning and Achievement		Achievement.

### Section 3 - Potential Workforce Issues

All staff are employed by the provider.

Saturday Club sessions are staffed by one Lead Worker, one Care Support Worker and four Play Workers. There are no volunteers.

The Fun Fit Club is run by a qualified instructor, assisted by a Care Support Worker. Parents and carers facilitate their children during the sessions.

If 50% of paid employed staff time is spent on this contract they will be subject to TUPE as part the tender process.

No other specific workforce issues have so far been identified.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Orientation						
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### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Carers Trust	11/09/2015	Initial information and consultation meeting	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement	No further action	completed	closed	VB
Carers Trust		Letter of termination questionnaire	Questionnaire was completed	Clarification questions raised.	completed	closed	VB
Carers Trust	03/11/2015	Clarification	Further clarifications were raised in a couple of areas	No further action	completed	closed	VB
Carers Trust	03/11/2015	Meeting and additional questionnaire	<p>Joint meeting with the Learning and Achievement team –</p> <p>The provider suggested that there may be young carers in the community that we are unaware of.</p> <p>Feedback on the self-review process - The provider found the questions repetitive and suggested that general questions about their service could be</p>	<p>The identification of young carers has been built into other contracts such as the adult drug and alcohol service.</p> <p>Additionally if the Early Help service carries out young carers assessments (as is planned), further young carers maybe identified</p>	completed	closed	VB

### Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<p>collated together.</p> <p>Cares Trust informed us that they will not be able to continue providing the service to young carers should the contract value be reduced.</p>	<p>It was agreed that the questions were repetitive however service specific information was required.</p> <p>No action required. All young carers, irrespective of age, will have access to the newly commissioned young carers support.</p>			
Providers of Young Carers Support		Retendering		Procurement to be undertaken	To be initiated	open	VB

#### Section 5 - Service Delivery Impacts and Issues

##### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

## **Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan**

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### **Potential Service delivery impacts (Positive and Negative)**

The service will be re-commissioned as part of a generic young carers support service



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The young carers Saturday Club provides 24 sessions for all aged children.		The newly commissioned young carers support will cater for all age children.	To be taken forward through the retendering process	open	VB
Disability	<p>Ensuring the service is in close proximity to the young carers' homes so that a parent with a disability can manage transport.</p> <p>The existing service has had to relocate and is sourcing an alternative location.</p> <p>A change of premises could also impact on those children with physical needs.</p>	21/12/2015	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The service is contracted to provide 24 sessions per annum with a maximum of 20 children per sessions. In total only 13 children have attended the booked sessions which means the service is underused.

# Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

## What is Equality Impact Analysis?

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## Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	First Step <ul style="list-style-type: none"><li>Young Carers – Reframe Kids (£9750.00)</li></ul>				
<b>Date Created</b>	22/12/15	<b>Review Date:</b>	18 <sup>th</sup> January 2016	<b>Version:</b>	3
<b>Author:</b>	Deborah Redknapp				

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

**Person completing EIA:** Insert name of individual(s) writing EIA

**Signed:** 

**Date:** 22/12/15

**Person supervising EIA:** Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken

**Signed:** 

**Date:** 22/12/15

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Reframe Kids provides support to younger carers (aged 5-8) who have a brother or sister with special need or a disability	Parents / families who have children aged 5-8 who have a sibling with special needs or a disability	Service will be re-commissioned to include all young carers and advocates can be matched to service users' needs. During the tender processes we will be seeking assurance that bidders are able to meet the needs of young carers from a range of backgrounds and caring roles i.e. carers of parents, siblings or both. We will offer the service on a consortium basis.
Location of service may change (from First Step)	Young carers / families	A new provider will be required to locate the service in close proximity to the majority of young carers' home addresses and within the allocated resources.
Reduced level of service i.e. Young Carers assessments, individual case work and family case work	The level of capacity and expertise needed	Young Carers assessments will be undertaken by local authorities Early Help team. This will support the transition to individual case work where this has been identified.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 3 - Potential Workforce Issues

There is no direct impact on Council staff as the grant does not fund any LBH staff.

If 50% of the provider's paid employed staff time is spent on this contract they will be subject to TUPE as part the tender process and will therefore be protected.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	We will be carrying out a survey of staff employed by First Step to determine those with protected characteristics; however, the process will need to comply with First Step's process for existing staff.  2 sessional workers are used alongside 2 sessional volunteers	Jan 2016	The organisation will be expected to follow its own organisational policies relating to managing the impacts on existing staff.		Open	First Step
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
First Step	11/09/15	Initial information and	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the	No further action	completed	closed	

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
		consultation meeting	opportunity to describe their service in detail and the level of engagement.				
First Step	October 2015	Letter of termination questionnaire	Questionnaire was completed and returned	Clarification questions raised.	completed	closed	VB
First Step	3/11/15	Clarification	Further clarification was raised in a couple of areas and responded to	No further action	completed	closed	VB
First Step		Meeting and additional questions	<p>First Step again reiterated their willingness to participate in the review process. During the discussion First Step explained that they anticipated having to move from being local authority funded to be self-supporting and have planned for this scenario. They agreed to share this plan but despite several requests from the commissioners this has yet to happen.</p> <p>Feedback - Questionnaire was difficult to match to the council's strategic outcomes</p>	Clarification sought from the Council's Early Help team that the First Step Early Help service was being provided by the Early Help team and this was confirmed.	completed		
First Step		Additional meeting with First Step – Early years and family support.	First Step to share its self-funding plan and a further meeting to be arranged to discuss the transition.	First Step self-funding plan to be shared and further meeting to be arranged.	Awaiting receipt of information	open	VB
Providers of Young Carers		Retendering		Procurement to be undertaken	To be initiated	Open	VB

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Support							

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

The service will be re-commissioned as part of a generic young carers support service

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The current young carers services are commissioned by a number of factors including age (5-8yrs).	September 2015	All young cares, irrespective of age, will have access to the newly commissioned young carers support.	Service specification to be finalised.	open	VB
	There is currently no other provision specifically for families of children aged 0-5 with an undiagnosed condition	January 2015	The Council is currently working to increase the inclusivity of its own children's centre services to make them more accessible to children with special educational needs and disabilities (SEND) and their families, so that they can access a wide range of universal, inclusive and integrated services from these settings, and an even wider range of services through onward referral to partner		ongoing	JT



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			<p>services where appropriate. Some local peer support groups also cater for this cohort of children.</p> <p>Some local pre-schools and nurseries also provide services for children aged under 5 with social communication or autistic spectrum disorders whose needs cannot be met within mainstream nursery provision.</p>			
Disability	Ensuring the service is in close proximity to the young carer's home so that a parent with a disability can manage transport.	21/12/2015	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex	<p>The gender profile of children and families accessing First Steps services is broadly in line with the gender profile of the borough as a whole, suggesting that neither males nor females are disproportionately affected by the proposal.</p> <p>However the gender profile of SEND children indicates that boys are twice as likely to have a SEND statement than girls. It is also known that there is a higher</p>	January 2015	The Early Help service will continue to work closely with partners in the Health service (e.g. community nurses who carry out development checks within children's centres) to ensure that together we identify and address higher levels of need for specialist pre-school education for children and their families.	ongoing	Open	JT

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	prevalence of autism amongst boys than girls. This would suggest that the gender profile of service users is not currently reflective of the gender profile of all children with SEND.					
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The service is contracted to work with 20 unique new children per year. During Quarter 2, 9 young carers attended (2 full time, 2 x seven sessions, 2 x six sessions, 1 x five sessions and 2 x 3 sessions). The First Step service has a very limited focus and caters for a small group of children. These young carers could be supported within a newly commissioned young carers' service that has a broader brief and is available for a range of young carers

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan


### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	The Children's Society – Advocacy Service and Missing Service.				
<b>Date Created</b>	22/12/15	<b>Review Date:</b>	22/02/2016	<b>Version:</b>	1
<b>Author:</b>	Deborah Redknapp				

<b>Person completing EIA:</b> Deborah Redknapp	
<b>Signed:</b> 	<b>Date:</b> 23/12/15
<b>Person supervising EIA:</b> Tim Aldridge	
<b>Signed:</b> Tim Aldridge	<b>Date:</b> 05/01/2015

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Missing Service – It is the intention to de-commission this service from the Children's Society	Missing children and young people identified as at risk of absconding, Social Care, the police, families and carers.	The missing service will be brought in-house and will be provided by the Early Help team.
Advocacy - It is the intention to de-commission this service from the Children's Society	Children and young people	The Advocacy service will be brought in-house and will be provided by the Early Help team
Advocacy to support young people who may make a complaint against the council will be best provided from a third party organisation	Children and young people	Advocacy to support young people who would like to make a complaint against the council to be commissioned from a third party organisation.
The provision of advocacy to looked after children is a statutory duty for the local authority	Looked after children, Social Care	The Advocacy service will be brought in-house and will be provided by the Early Help team

### Section 3 - Potential Workforce Issues

Whilst there are possible redundancies in the Children's Society service, the Children's Society is a large national organisation and there are likely to be opportunities for those affected in other areas of provision. The organisation has an annual turnover of over £45 million, spending £28 million on services to children. The Children's Society raised over £23 million through fundraising in 2014/15.

The Council's Early Help Service will be undergoing a re-organisation from January 2016. The new structure will include a dedicated team to provide advocacy and participation work, plus three posts responsible for conducting return home interviews,

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

and supporting young people who go missing. These new roles will provide opportunities for existing staff members to develop new skill sets.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Children's Society	11/09/15	Initial information and consultation meeting	Providers were anxious about the outcome of the review( i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement.	No further action	completed	closed	
Children's Society	25/09/15	Letter of termination & questionnaire sent	Questionnaire was completed	Clarification questions raised.	completed	closed	MM
Children's Society	26/10/15	Clarification questions required.	Further clarifications were raised in a couple of areas	No further action	completed	closed	MM

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Children's Society	26/10/15	Meeting and additional questionnaire	<p>Missing: The Children's Society welcomed the engagement with the local authority and the opportunity to discuss various options. The Children's Society informed commissioners that current staffing issues have had an impact on services and they were covering the service within existing resources. They also highlighted concerns about the missing process and delays in gaining information to enable them to carry out timely missing interviews.</p> <p>Advocacy: Discussion took place about how to maximise the existing resource so as to advocate on behalf as many young people as possible.</p>	<p>To review the exchange of information process to remove barriers.</p> <p>The Children's Society to recruit a new staff member.</p> <p>The Children's Society to review the advocacy process.</p> <p>The Children's Society to help young people manage one issue and then discharge.</p>	completed	Closed	GJ/HH
Social Care	Nov / Dec 2015	Discussion regarding changes to current provision	<p>Missing. Concerns have been raised about the lack of return home interviews being carried out by the commissioned service in their entirety and within 72 hours. It was agreed that the Early Help service could provide this service in house and provide continuity of care across a wider workforce. This will be strengthened by in-house training and a close working relationship with social workers. Some of the barriers that have existed will be removed such as all children's services having access to the Children's Case Management (CCM) system, joint training and a shared process.</p> <p>Advocacy: The existing commissioned advocacy service has limited capacity to meet the demands of the service. This has created waiting time for young people. By bringing the service in house, the Early Help team will be</p>	<p>Review Early Help structure to meet the demands for missing and advocacy</p> <p>For those young people who need an advocate for times when a complaint against the council is made an independent organisation will be sourced.</p>	completed	<p>Closed</p> <p>Open</p>	<p>DH</p> <p>DR</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			<p>able to offer a seamless service and have greater capacity to meet the service demands.</p> <p>The missing service and advocacy will be met from existing resources and topped up from the from the remaining voluntary sector budget. This will create better value for money provision.</p>				
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Existing and potential future service users would be considered a hard-to-reach group in terms of consultation and engagement. One role of the new participation team will be to consult service users about how they would like to receive a service going forward.

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

We project an improvement in the service provided to young people by bringing elements of these services in-house. Through more rigorous performance management, closer links with referring teams, a shared database and use of local knowledge, we expect to deliver a more responsive, successful and higher-volume service than has been achieved to date.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Sexual Orientation						
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### Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	<p>Missing: Q1 and Q2 data for missing children indicates that return home interviews are conducted on circa 20% of missing children against a target of 70%.</p> <p>Advocacy: The service is meeting its required numbers but the capacity does not meet the service demands.</p> <p>Through bringing the service in-house we will increase the capacity and also improve the communication between the provider and the referring social worker. The Early Help team will use the same case management system (CCM), minimising potential delays and information-sharing difficulties. The Early Help service is part of the same management team as Children's social care – monitoring of performance can take place on a more frequent basis with rapid response to concerns. Providing this service through a local team enables the use of local knowledge to assist in developing strategies to engage with the young people.</p>

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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan



### What is Equality Impact Analysis?

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### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Sycamore Trust – Advice and information on Autistic Spectrum Disorders				
<b>Date Created</b>	22/12/15	<b>Review Date:</b>	N/A	<b>Version:</b>	1
<b>Author:</b>	Deborah Redknapp				

<b>Person completing EIA:</b> Insert name of individual(s) writing EIA	
<b>Signed:</b> 	<b>Date:</b> 22/12/15
<b>Person supervising EIA:</b> Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
<b>Signed:</b> 	<b>Date:</b> 22/12/15

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
This service provides advice and information rather than support for young carers. As a consequence it will be de-commissioned.	<p>Parents / families who need advice and information about Autistic Spectrum Disorders</p> <p>Children and families having specialist support, in regard to level of capacity and expertise needed</p> <p>Parents / families who are given strategies for managing difficult behaviour.</p>	<p>Parents / families will be signposted to alternative sources of information, such as the newly commissioned Autistic Spectrum advice shop in Romford town centre, the internet, their GP and other health professionals</p> <p>Sycamore Trust will continue to be commissioned by Learning and Achievement to provide short breaks so will remain in the borough as a provider with specialist knowledge.</p> <p>The Early Help team will undertake the young carers assessments and any preventive interventions that are required by the family. This is especially pertinent to young people caring as a consequence of substance misuse, mental health issues etc. so as to prevent family breakdown</p>
The number of children in the borough being diagnosed with autism is increasing. If the current level of funding is reduced, the provider would not be able to maintain the current level of service delivery	Sycamore Trust	<p>Provider to consider developing its approach to Personal Budgets and Direct Payments, and to investigate trading its training to schools and employers.</p> <p>Support to be offered to the provider to identify and apply for alternative funding sources.</p>
Decommissioning the information and governance provision could de-stabilise the organisation	Parents / families who need advice and information about Autistic Spectrum Disorders	The information and governance contribution to Sycamore Trust is £18K. Learning and Achievement fund £65,509 for short breaks and this will continue.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 3 - Potential Workforce Issues

If 50% of paid employed staff time is spent on this contract they will be subject to TUPE as part the tender process.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	A survey will be carried out of the staff employed by Sycamore Trust to determine those with protected characteristics; however the process will need to comply with Sycamore Trust process for existing staff.	January 2016	The service will be offered support to seek and apply for alternative funding sources  The organisation will be expected to follow its own organisational policies on managing the impact on existing staff if required.	To be initiated  Not yet required	Open	VB / Community Development team
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity	The service provision is provided by one part time employee (3 days per week)					
Race						
Religion or Belief						
Sexual Orientation						

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Sycamore Trust	11/09/15	Initial information and consultation	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in	No further action	completed	closed	

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
		meeting	detail and the level of engagement.				
Sycamore Trust		Letter of termination questionnaire	Questionnaire was completed	Clarification questions raised.	completed	closed	VB
Sycamore Trust		Clarification	Further clarifications were raised in a couple of areas	No further action	completed	closed	VB
Sycamore Trust	21/10/15; 02/11/15	Meeting and additional questionnaire	<p>Priorities could change but this would have a consequential effect on support to the parents and families. It would create a gap, as they have to work with the families as a whole, rather than just the young carer.</p> <p>A generic service may not have the same level of specialisation around autism</p>			Closed	VB
Young carers / families	23/12/15	Visited the information shop in Romford town centre to assess quality of information.	<p>The shop currently provides information for adults. There is the potential to develop the website to provide information for children.</p> <p>Families who come into the shop and have children in the family unit are referred on to the Independent Family Worker, who can give advice and support to the whole family.</p>		completed	closed	VB
Providers		Retendering		Procurement to be	To be	Open	VB

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
of Young Carers Support				undertaken	initiated		

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty local authorities must, in the exercise of their functions have due regard to the need to:

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- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
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### Potential Service delivery impacts (Positive and Negative)

The service will be re-commissioned as part of a generic young carers support service

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The current young carers services are commissioned by a number of factors including age (8+)	September 2015	All young carers, irrespective of age, will have access to the newly commissioned young carers support.	Service specification to be finalised.	open	VB
Disability	Ensuring the service is in close proximity to the young carer's home so that a parent with a disability can manage transport.	21/12/2015	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Race						
Religion or Belief						
Sexual Orientation						

### Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The service is contracted to provide a number of functions and the contract monitoring data has not been presented in such a way as to separate out the various provisions. This has been requested from the provider so that we can establish the capacity in the areas that we will continue to provide as part of the service tender.

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# Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

## What is Equality Impact Analysis?

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<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Relate – Relateen (de-commission) and Family Therapy service (strengthen)				
<b>Date Created</b>	22/12/15	<b>Review Date:</b>	18 <sup>th</sup> Jan 2016	<b>Version:</b>	3
<b>Author:</b>	Deborah Redknapp				

<b>Person completing EIA:</b> Insert name of individual(s) writing EIA	
<b>Signed:</b>  Deborah Redknapp	<b>Date:</b> 23/12/15
<b>Person supervising EIA:</b> Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
<b>Signed:</b> Tim Aldridge	<b>Date:</b>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>Relateen is a school counselling service for six of the borough's schools and has been in place for 16 years. The service has been reduced over time and serves fewer schools than was originally commissioned so as to meet the financial envelope.</p>	<p>The six schools that are able to refer to this service and the children and young people who may benefit from the counselling service.</p>	<p>1. The children and young people's mental health service is part of a borough wide transformation programme that will include a Wellbeing Hub. The wellbeing hub will consist of a multidisciplinary mental health team which will make an assessment as to which would be the lowest level of appropriate treatment. This could include supervised self-management, telephone and online counselling, group therapy, behaviour pathway or specialist treatment.</p> <p>2. Schools will have the opportunity to fund the service for their school but this is not guaranteed which could have an impact on the local Child and Adolescent Mental Health Service (CAMHS) (i.e. longer waits for service or no service).</p>
<p>Schools may not fund the school counselling service. In the absence of the school counselling service a gap in provision will occur. This is likely to increase demand on the local Child and Adolescent Mental Health Service (CAMHS)</p>	<p>Schools and young people, social care</p>	<p>The children and young people's mental health transformation includes training for education providers with the aim of building the resilience of the whole school population. This may provide some support but it is not intended to be a replacement service.</p> <p>The Early Help service provides support to young people who are resident in the borough. Schools can refer young people to the Early Help Service if they require emotional support or help with managing</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		relationships. This service can also provide support to the wider family if appropriate.
Children and young people's mental health is a borough wide concern	Children and young people / families / schools	Implement the children and young people's mental health transformation programme and strengthen the family therapeutic input to build family resilience. However it remains a risk that there will be a reduced children and young people's mental health service.
Family Therapy: An intervention for 12+ Looked after Children, Children in Need (CIN) and child protection (CP) families who are engaged with children's social care.	Children and young people / families / schools	<p>Strengthen the family therapy service. Family therapy and systemic practice supports the notion that family relationships form a key part of the emotional health of each member within that family. This type of therapy can help people who care for each other find ways to cope collaboratively with any distress, misunderstanding and pain that is affecting their relationships and putting a strain on the family unit.</p> <p>Common problems that a family therapist will work with include stressful and traumatic life events such as: divorce and separation, illness or death of a loved one, and transitional stages of family development that can cause pain and upset. Work and school-related problems, psychosexual difficulties and parent-child conflict can also be explored through family therapy.</p> <p>A programme of professional development for frontline social care staff will begin in 2016/17 to equip these practitioners with therapeutic skills and enhance their ability to deliver evidence-based interventions.</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
Reduced children and young people's mental health service	Children and young people / families / schools	There has been nationally allocated NHS funding for Children's IAPT (improved access to psychological therapies) that will be given to NELFT. The local financial envelope is circa £300k

### Section 3 - Potential Workforce Issues

The Relateen service staff could be transferred into the Family Therapy team if they meet the qualification criteria

No other specific workforce issues have so far been identified

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Relate	11/09/15	Initial information and consultation meeting	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement.	No further action	completed	closed	
Relate	13/10/15	Letter of termination & questionnaire sent	Questionnaire was completed	Clarification questions raised.	completed	closed	DM
Relate	10/11/15	Clarification questions	Further clarifications were raised in a couple of areas	No further action	completed	closed	DM
Relate	11/11/15	Meeting and additional questionnaire	Relate welcomed the engagement with the local authority and the opportunity to discuss various options. Relate informed commissioners that when the Barking & Dagenham school counselling service was decommissioned, Barking & Dagenham schools funded the service.		completed	Closed	DR
Social Care	December 2015	Discussion regarding changes to current provision	Relateen is a niche service provided for a small number of schools in the borough (6/88). The rationale for this targeted approach is not clear and the service has reduced over time to fit with the financial envelope. Some schools top up the existing arrangement direct with Relate.	Discussion with Virtual Head to discuss the impact of decommissioning the Relateen service and provided information for the children and young people's mental health	completed	closed	DR

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			Family Counselling: Discussed with Social Care the limitation of the existing arrangements for the family therapy service being available solely for the 12+ team. Strengthening this service fits with an improved model of social care intervention to prevent family breakdown.	transformation programme.			
Schools		Meeting with pastoral heads.	TBA			open	DR

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	1) The school counselling service is currently offered to secondary school aged children. Access to counselling through the school may be more inclusive than accessing off-site counselling or indirect counselling.	December 2015	1) Early Help support is available from across a range of venues and may provide family and individual support required to alleviate anxiety, stress and emotional distress.  Support available from the	1) Further discussions to take place with schools in January 2016 2) Discussions to take place with schools	1) Open 2) Open 3) Open	DR

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>2) Withdrawal of the service will lead to pupils being unable to access a counselling service in school setting.</p> <p>3) Increase in the offer of family therapy for 12+ Looked after Children, Children in Need (CIN) and child protection (CP) families who are engaged with children's social care.</p>		<p>well-being hub may support young people who would have been referred to the school counselling programme.</p> <p>Schools will be supported to consider how they provide pastoral support to students in the future and review their processes of referral on to other services.</p> <p>2) Current provider currently charges schools for additional counselling hours outside of the contract. If the service is decommissioned, the Council will encourage the provider to put in place a charging system and negotiate with schools to spot purchase the counselling service for pupils in the future.</p> <p>3) Increasing the offer of family therapy will support Children's Social Care</p>	<p>and current provider in January/ February</p> <p>3) 2Discussions to take place with current provider in January/ February</p>		

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	4. Reduced children and young people mental health service		<p>work in partnership with more children and families to promote safe caring relationships, behaviours and home environment; prevent children on the edge of care from entering the care system; work with children and families to rehabilitate relationships and enable children and young people to return to their family home; work with children, young people and families to reduce risky behaviours and improve resilience.</p> <p>4) Improving Access to Psychological Therapies (IAPT) has been improved and is due to be implemented (CCG / NELFT)</p>			
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy &						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The school counselling service is inequitably provided and serves only six of the borough's schools. Equally the family therapy service only supports one part of the social care team.
Havering Children and Young People's Mental Health Transformation Plan	The transformation plan includes a number of initiatives that will provide a more equitable service for young people than is currently available. However it is recognised that the local Child and Adolescent Mental Health Service (CAMHS) may see an increase in demand.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Infrastructure support to the voluntary and community sector				
<b>Date Created</b>	5 January 2016	<b>Review Date:</b>	N/A	<b>Version:</b>	1
<b>Author:</b>	Jerry Haley (Senior Community Safety and Development Officer)				

**Person completing EIA:** Jerry Haley (Senior Community Safety and Development Officer)

**Signed:**



**Date:**

6.1.15

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

**Person supervising EIA:** Pippa Brent-Isherwood (Head of Policy and Performance)

**Signed:**



**Date:** 06/01/2015

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
The Council previously commissioned an infrastructure support service for the voluntary and community sector from HAVCO, prior to its closure in September 2015. Following HAVCO's closure and consideration of the options available to the Council, it is proposed not to re-commission a VCS infrastructure support service at this stage.	Voluntary and community sector organisations operating within the borough	<p>The Council has invested in the provision of an additional Community Development Officer through the recent restructure of the Policy and Performance service. The Community Development team is able to provide similar support and services to the voluntary and community sector that an infrastructure body would provide, and now has increased capacity to do so.</p> <p>A Voluntary Sector Strategy has also been adopted by the Council (In June 2015), clearly setting out how the Council will work to support the sector going forward. Progress in delivering the accompanying action plan is monitored by a cross-departmental steering group and reported to the Overview and Scrutiny Board.</p>
There were 650 organisations on HAVCO's	Voluntary and community sector	LB Havering has access to the contact details of

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
database when it closed in September 2015. The closure of HAVCO without a replacement organisation being in place may result in the loss of opportunities to maintain regular contact with these organisations	organisations operating within the borough	those organisations on the database that consented to this information being shared with the local authority

### Section 3 - Potential Workforce Issues

There are no workforce issues impacting on any other organisation as there is no organisation currently providing these services within the borough.

There will be some impacts on the Council's Community Development team which, going forward, will provide some of the functions that an infrastructure body would otherwise have provided. However, as the team is so small in number (consisting of three staff), demographic information has not been provided here, as it might make certain staff personally identifiable.

The job profiles of these staff have recently been revised to reflect the new requirements and the affected staff have been consulted on these in accordance with the Council's Organisational Change and Redundancy Policy and Procedure. Following closure of the consultation period and consideration of all the issues raised, the restructure and associated changes to job profiles etc were implemented on 14 December 2015.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Voluntary Sector	<p>Consultation on the Council's Voluntary Sector Strategy – including the future provision of infrastructure support - was launched on 13<sup>th</sup> October 2014 and closed on 15<sup>th</sup> January 2015.</p> <p>Workshop Dates: 17/10/2014 03/11/2014 11/11/2014 22/11/2014 24/11/2014 03/12/2014</p> <p>End of consultation and</p>	<p>6 consultation workshops, focus groups, face to face Interviews with an independent consultant, direct email to either the council or the consultant etc.</p>	<p>Over 116 people attended the workshops from a wide range of groups.</p> <p>The key challenges identified relate to:</p> <ul style="list-style-type: none"> <li>• Provision and sharing of information</li> <li>• Communication</li> <li>• Enabling innovation and forward planning</li> <li>• Joint / partnership working</li> </ul>	<p>Please see the resultant Voluntary Sector Strategy and Action Plan.</p>	<p>Ongoing. Progress in delivering the agreed action plan is monitored through a cross-departmental steering group and reported to the Overview and Scrutiny Board.</p>	<p>Open</p>	<p>Jerry Haley</p>



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
	feedback event held on 15 <sup>th</sup> January 2015.						
Voluntary Sector	July – September 2015	Survey carried out by HAVCO to identify future support needs across the sector	96 responses were received, though there was more than one response from some organisations.	Community Development Officers will continue to provide support to VCS groups to identify and apply for funding	Ongoing	Open	Jerry Haley
			The key issues facing organisations were identified as being: <ul style="list-style-type: none"> <li>Finding funding</li> <li>Getting local media coverage</li> <li>Opportunities to meet other organisations and statutory partners</li> </ul>	Procurement / tendering workshops to be delivered to the voluntary sector to support VCS organisations in successfully bidding for commissioned services	In progress – Due to take place January / February 2016	Open	Mike Parrott
					Ongoing	Open	Communications
					Ongoing	Open	Jerry Haley
			Priorities for future training courses / workshops were identified as being: <ul style="list-style-type: none"> <li>First Aid</li> </ul>	The Council is able to facilitate media coverage through publications such as Living in Havering and At the Heart, as well as e-bulletins and the Council's website	In progress – Business Continuity workshops have already taken place.	Open	Various

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<ul style="list-style-type: none"> <li>Health and Safety</li> <li>IT</li> <li>Safeguarding</li> </ul>	<p>Council to consider how best to facilitate information sharing and networking opportunities across the sector going forward. Feedback has been sought from the sector as to how best to achieve this.</p> <p>The Council has committed as part of its Voluntary Sector Strategy to offer training to the sector in issues such as health and safety, business continuity and safeguarding.</p>	Further sessions to be scheduled.		
Voluntary Sector	3 September 2015	"Creating a Sustainable Future" event hosted by HAVCO, attended by 40 participants from 31 organisations operating within the borough	<p>Concerns expressed by the sector regarding:</p> <ul style="list-style-type: none"> <li>Loss of support to identify and access funding</li> <li>Loss of opportunities for information sharing / networking / partnership working</li> <li>Future recruitment of volunteers / volunteer brokerage</li> <li>Future training opportunities and opportunities to keep up to date with legislation (e.g.</li> </ul>	<p>Community Development Officers will continue to provide support to VCS groups to identify and apply for funding</p> <p>Procurement / tendering workshops to be delivered to the voluntary sector to support VCS organisations in</p>	<p>Ongoing</p> <p>In progress – Due to take place January / February 2016</p> <p>Ongoing</p>	<p>Open</p> <p>Open</p> <p>Open</p>	<p>Jerry Haley</p> <p>Mike Parrott</p> <p>Jerry Haley</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<p>risk assessments)</p> <ul style="list-style-type: none"> <li>Future access to legal advice and guidance</li> </ul>	<p>successfully bidding for commissioned services</p> <p>Council to consider how best to facilitate information sharing and networking opportunities across the sector going forward. Feedback has been sought from the sector as to how best to achieve this.</p> <p>A Volunteer Strategy has been developed in partnership with HAVCO and is currently out for consultation</p> <p>The Council is working with a new organisation and other funders to establish a new Volunteer Centre within the borough. The Do It website also offers a volunteer brokerage service.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>In progress – Business Continuity workshops have already taken place. Further sessions to be scheduled.</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Open</p> <p>Open</p> <p>Open</p> <p>Open</p> <p>Open</p> <p>Open</p>	<p>Kim Smith</p> <p>Anita McDade</p> <p>Various</p> <p>Communications</p> <p>Jerry Haley</p> <p>Paul Rose</p>
			<p>Suggestion made that a Facebook page be established to keep voluntary and community sector organisations in Havering in contact</p>				

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<p>with one another</p> <p>Request made that the voluntary and community sector be represented at relevant strategic boards, e.g. the Compact Steering Group</p> <p>The HAVCO newsletter provided useful information</p> <p>A need was expressed for back office support (e.g. Payroll, HR, finance and legal services) for smaller VCS organisations</p>	<p>The Council has committed as part of its Voluntary Sector Strategy to offer training to the sector in issues such as health and safety, business continuity and safeguarding.</p> <p>Legal advice and guidance is available to VCS organisations through organisations such as Community Matters.</p> <p>The Council has a Facebook account that could be used for this purpose</p> <p>The Council has requested that contact details of VCS organisations be shared as part of a directory of services that can be made available across the sector</p> <p>Compact Steering Group is in place and led by a VCS</p>		<p>Closed</p> <p>Open</p> <p>Closed</p>	Shelley Hart

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
				<p>representative. Havering Safeguarding Boards Community Engagement Group has been established to link VCS organisations into the work of the Boards.</p> <p>Council webpages for the voluntary and community sector have recently been updated. The sector was consulted on the content as part of this exercise.</p> <p>The new Volunteer Centre has committed to distributing a regular newsletter</p> <p>The Council carried out a soft market testing exercise to establish if there was sufficient appetite within the sector for these types of services to make it viable for One Source to consider</p>			

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
				developing a package of support services for the VCS, however there was very limited interest expressed			

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Havering has a fairly large voluntary and community sector, believed to consist of more than 800 organisations, ranging from larger branches of national organisations to small, neighbourhood-level groups of residents giving up their time to make a difference to their local communities.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	<p>The 2010 National Survey of Charities and Social Enterprises (NSCSE) found that 31% of VCS organisations in Havering counted children (aged 15 or under) as their users or beneficiaries. 23% identified themselves as working with young people (aged 16 – 24).</p> <p>Of the community groups listed on HAVCO's community portal in Spring</p>	<p>2010</p> <p>Spring 2015</p>	<p>Some specialist networks exist that have a role in supporting certain parts of the sector, e.g. the BME Forum and Interfaith Forum</p> <p>There is a small informal network (HAVOIC) that brings together chief officers from a number of VCS organisations for mutual support</p>	Ongoing	Open	Jerry Haley

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	2015, 43% identified themselves as working specifically with elderly people. This is a significant increase on the 14% of VCS organisations operating in the borough that identified themselves as working with older people during the 2010 NSCSE.		Support is available to the voluntary and community sector locally through the Council's Community Development team, which has recently increased its capacity as part of the restructure of the Policy and Performance service.	Ongoing. Progress in delivering the accompanying action plan is monitored by a cross-departmental steering group and reported to the Overview and Scrutiny Board.	Open	Jerry Haley
Disability	Of the community groups listed on HAVCO's community portal in Spring 2015, 19% identified themselves as working specifically with people with disabilities	Spring 2015	A Voluntary Sector Strategy has also been adopted by the Council (In June 2015) clearly setting out how the Council will work to support the sector going forward.			
Sex	The 2010 National Survey of Charities and Social Enterprises (NSCSE) found that 16% of VCS organisations in Havering counted women as their users or beneficiaries.	2010			Closed	
Gender Reassignment	No data held					
Marriage & Civil Partnership	No data held				Closed	
Pregnancy & Maternity	No data held					
Race	Of the community groups listed on HAVCO's community portal in Spring 2015, 4% identified themselves as working specifically with BME groups	Spring 2015	Council webpages for the voluntary and community sector have recently been updated in order to improve the level of information and advice available to the voluntary and community sector online. The sector was consulted on the content of the webpages as part of this exercise.		Open	Anita McDade
Religion or Belief	Of the community groups listed on HAVCO's community portal in Spring 2015, 1% identified themselves as working with faith groups. This is	Spring 2015	A <a href="mailto:vcs@havering.gov.uk">vcs@havering.gov.uk</a> email address has been established as a	In progress		



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	significantly lower than the 25% of VCS organisations operating in the borough that identified themselves as working mainly in religious / faith-based activities during the 2010 NSCSE, and the 24% that identified themselves as working to advance religion and / or spiritual welfare by supporting religious or spiritual practice. .		single point of entry for information and advice for voluntary and community sector organisations operating within the borough.  Voluntary sector “champions” have been identified within each Council service. These now need to be promoted more widely to the sector and to have a proper role description developed to clarify expectations of these colleagues.			
Sexual Orientation	No data held					

### Section 6: Data Sources

Data used	How has this information informed your decision
“Creating a Sustainable Future Report”	Report by HAVCO setting out feedback from the sector in terms of how best to: <ul style="list-style-type: none"> <li>• Inspire innovative thinking, new and sustainable ways of providing support to the voluntary and community sector in Havering in the future</li> <li>• Establish new and strengthen existing links within the community</li> <li>• Identify collaborative working opportunities across the voluntary and community sector</li> <li>• Identify potential partners and develop and support sustainable partnerships through shared values</li> </ul>
CVS Service Design – Sustainable service model	Reports by HAVCO setting out the results of its consultation with service users on their future support needs carried out between July and September 2015
CVS Service Consultation 2015	
Voluntary Sector Strategy and Action Plan 2015 - 2018	Profiles the local voluntary sector and sets out how the Council has committed to work with the sector going forward.

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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan


### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

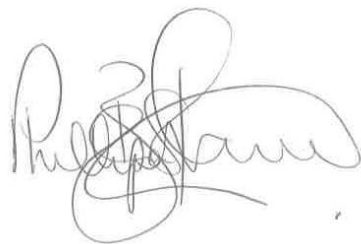
<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Havering Citizens Advice Bureau (HCAB) – Debt advice, welfare benefits assessments and general legal and consumer advice				
<b>Date Created</b>	5 January 2016	<b>Review Date:</b>	At end of next contract	<b>Version:</b>	1
<b>Author:</b>	Jerry Haley (Senior Community Safety and Development Officer)				

<b>Person completing EIA:</b> Jerry Haley (Senior Community Safety and Development Officer)	
<b>Signed:</b> 	<b>Date:</b> 6 <sup>th</sup> January 2016

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

**Person supervising EIA:** Pippa Brent-Isherwood (Head of Policy and Performance)

**Signed:**



**Date:** 6 January 2016

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
It is proposed to reduce the Council's current funding of the CAB by £22,733 per annum. This represents a 15% decrease compared with current (2015/16) funding levels. This follows significant reductions in other funding that the CAB experienced during the last financial year.	Existing and potential future service users. Other organisations that signpost clients to the CAB. CAB staff and volunteers.	The CAB is already taking active steps to reduce its operating costs in line with the reduced level of funding available to it. So far as is possible, it is seeking to do this in ways that do not directly impact on front line service delivery, for example by reviewing its management structure and exploring the possibility of relocating its office accommodation once its current lease expires.
Contract monitoring data indicates that the CAB is contacted by around 800 unique / first time clients and deals with around 1,900 individual issues each quarter. It is reasonable to presume that the organisation's capacity to respond to individuals and issues will reduce proportionately should the level of funding made available to the CAB be reduced.	Existing and potential future service users. Other organisations that signpost clients to the CAB. CAB staff and volunteers.	The Havering CAB continues actively to apply for alternative funding, sometimes in collaboration with other CABs. Further support in this regard to be offered by the Council's Community Development Team.  An improved CAB website is also in development, which will make more information and advice

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		accessible online.
<p>The majority of the issues dealt with by the CAB during Quarter 3 of 2015/16 was as follows:</p> <p>Benefits and tax credits (20%) Housing (20%) Debt (13%) Employment (12%) Relationships (8%)</p> <p>A reduction in the level of funding available to the CAB is likely to have an impact on the organisation's capacity to deal with these types of enquiries going forward.</p>	<p>Existing and potential future service users and their families. Other organisations that signpost clients to the CAB. Relevant Council services, e.g. Revenues and Benefits, Housing.</p>	<p>Alternative support and information and advice services are available to certain sectors of the community (e.g. elderly people moving into supported accommodation; those with Adult Social Care needs) through Council services and / or other commissioned suppliers (e.g. Carepoint services).</p> <p>Other voluntary and community sector organisations operating within the borough (e.g. MIND, Havering Association for People with Disabilities, Tapestry, First Step and People First) also provide information, advice and guidance services to certain sectors of the community. Referrals are made between these organisations, as well as the CAB, as appropriate through the Access to Advice project.</p> <p>An improved CAB website is also in development, which will make more information and advice accessible online.</p> <p>The Council has a small in-house team that offers debt advice.</p> <p>Tapestry also operates a telephone advice line offering general information on how to complete forms and access benefits etc.</p> <p>The Havering CAB continues actively to apply for alternative funding, sometimes in collaboration with other CABs. Further support in this regard to be</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		offered by the Council's Community Development Team.
The CAB is currently the only organisation directly funded by LB Havering to undertake benefits assessments. Some other providers of information and advice services also signpost clients who require welfare rights assessments / advice to the CAB. To the end of Quarter 3 in 2015/16, the CAB had secured £44,008 worth of financial gains for its clients. This "value added" from the current funding arrangements with the CAB may be reduced if the level of funding made available to the CAB is reduced going forward.	Existing and potential future service users. Relevant Council services, e.g. Revenues and Benefits, Housing.	The Council has a small in-house team that offers debt advice.  Tapestry also operates a telephone advice line offering general information on how to complete forms and access benefits etc.  It may be possible to retain this specific element of the service in any future grant funding agreement between the Council and the CAB.

### Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The Council does not hold any specific data on the demographic composition of the CAB's workforce.	N/A	The CAB is known to be undergoing ongoing service restructuring as a result of reductions in the availability of funding from various sources.  As well as its paid workforce, the Havering CAB has an active pool of volunteers who provide advice and support to service users alongside its paid staff. The organisation currently manages and trains some 65 volunteers.	Ongoing	Open	Lesley Crisp (HCAB CEO)
Disability						
Sex	No specific workforce issues have so far been identified.					
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Orientation			The CAB holds monthly selection and recruitment events for volunteers in all roles.			
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### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Havering CAB	Quarterly	Contract monitoring meetings	<p>HCAB has been formally advised of the review of the voluntary sector and budgetary changes, and has been notified that funding for future years is dependent on the outcomes of the review.</p> <p>Contract monitoring data supplied which has informed the content of the proposals and this EIA.</p>	Mapping exercise carried out of information, advice and guidance services available across the borough to establish if there is duplication of provision and / or funding	Ongoing	Open	Jerry Haley

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Draft EIA to be updated as monitoring meetings progress

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner																														
Age	<div>The breakdown of the CAB's service users by age in Quarter 3 of 2015/16 was as follows:</div> <table><tr><td>15-19</td><td>1%</td><td>40-44</td><td>11%</td><td>65-69</td><td>5%</td></tr><tr><td>20-24</td><td>5%</td><td>45-49</td><td>11%</td><td>70-74</td><td>4%</td></tr><tr><td>25-29</td><td>8%</td><td>50-54</td><td>11%</td><td>75-79</td><td>4%</td></tr><tr><td>30-34</td><td>10%</td><td>55-59</td><td>11%</td><td>80-84</td><td>2%</td></tr><tr><td>35-39</td><td>11%</td><td>60-64</td><td>8%</td><td>85-99</td><td>1%</td></tr></table>	15-19	1%	40-44	11%	65-69	5%	20-24	5%	45-49	11%	70-74	4%	25-29	8%	50-54	11%	75-79	4%	30-34	10%	55-59	11%	80-84	2%	35-39	11%	60-64	8%	85-99	1%	December 2015	<div>Alternative support and information and advice services are available to certain sectors of the community (e.g. elderly people moving into supported accommodation; those with Adult Social Care needs) through Council services and / or other commissioned suppliers (e.g. Carepoint services).</div> <div>Other voluntary and community sector organisations operating within the borough (e.g. MIND, Havering Association for People with Disabilities, Tapestry, First Step and People First) also provide information, advice and guidance services to certain sectors of the community. Referrals are made between these organisations, as well as the CAB, as appropriate through the Access to Advice project.</div>	Ongoing	Open	Various
15-19	1%	40-44	11%	65-69	5%																															
20-24	5%	45-49	11%	70-74	4%																															
25-29	8%	50-54	11%	75-79	4%																															
30-34	10%	55-59	11%	80-84	2%																															
35-39	11%	60-64	8%	85-99	1%																															
Disability	No data held																																			
Sex	Monitoring data indicates that around 60% of the CAB's clients are female, whilst 40% are male.																																			
Gender Reassignment	No data held																																			
Marriage & Civil Partnership	No data held																																			
Pregnancy & Maternity	No data held																																			
Race	The breakdown of the CAB's service users by race in Quarter 3																																			

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner										
	<p>of 2015/16 was as follows:</p> <table><tr><td>White British</td><td>62%</td></tr><tr><td>Black / Black British</td><td>15%</td></tr><tr><td>White / Black Caribbean</td><td>1.5%</td></tr><tr><td>White Other</td><td>11%</td></tr><tr><td>Asian / Asian British</td><td>6%</td></tr></table> <p>Compared with the overall population of Havering, this data would suggest that White British residents are slightly under-represented in the CAB's client group, whilst Black / Black British residents are slightly over-represented.</p>	White British	62%	Black / Black British	15%	White / Black Caribbean	1.5%	White Other	11%	Asian / Asian British	6%		<p>An improved CAB website is also in development, which will make more information and advice accessible online.</p> <p>The Havering CAB continues actively to apply for alternative funding, sometimes in collaboration with other CABs. Further support in this regard to be offered by the Council's Community Development Team.</p> <p>Other current arrangements, whereby the CAB utilises rooms within LBH libraries to provide advice and support, are expected to remain in place.</p>			
White British	62%															
Black / Black British	15%															
White / Black Caribbean	1.5%															
White Other	11%															
Asian / Asian British	6%															
Religion or Belief	No data held															
Sexual Orientation	No data held															

### Section 6: Data Sources

Data used	How has this information informed your decision
Quarterly contract monitoring data	<p>This data includes a breakdown of service users by the protected characteristics and so has informed the content of this EIA.</p> <p>The information submitted quarterly by the CAB also describes the organisation's plans and aspirations for the future; the funding it has secured or applied for from elsewhere, as well as its success in recruiting trustees and volunteers, which has helped the Council to establish their reliance on paid staff and their capacity for altering their business plans in accordance with the available financial envelope going forwards.</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Data used	How has this information informed your decision
	The information submitted also quantifies the financial gains secured for local residents by the CAB, which has assisted in assessing the overall value for money provided by the current funding arrangements.
Funding benchmarking data	Benchmarking carried out against other London Boroughs indicates that 14 of the 27 other London councils that responded to the information request fund their local CABs to a lower level than LB Havering does. Of those London Boroughs that responded, 11 have increased their level of funding to their local CABs in recent years (some by up to 70%), whilst 10 have reduced the level of funding they provide, by up to 22%.
"This is Havering" (2015)	Used to determine whether the take up of CAB services by demographics / protected characteristics is in line with the overall population of the borough or not.

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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1- Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions.

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Motorvations				
<b>Date Created</b>	10 <sup>th</sup> December 2015	<b>Review Date:</b>	N/A	<b>Version:</b>	1
<b>Author:</b>	Anita McDade / Jerry Haley				

**Person completing EIA:** Jerry Haley (Senior Community Safety and Development Officer)

**Signed:**

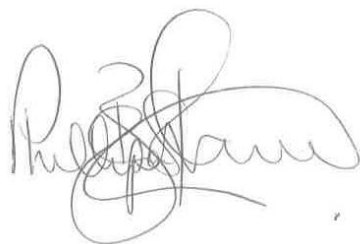


**Date:** 6.1.15

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

**Person supervising EIA:** Pippa Brent-Isherwood (Head of Policy and Performance)

**Signed:**



**Date:** 06/01/2015

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Proposed de-commissioning of the service currently provided by Motorvations	Young people aged 13-17 Schools and Pupil Referral Units (PRUs) making referrals to the service Motorvations staff	A similar service is provided by the Pupil Referral Unit (PRU) and funded through the schools fund. The fund facilitates the purchasing of places for excluded and disengaged pupils from Motorvations and other providers as required.
The service assists disengaged young people to obtain trade qualifications at levels 1 and 2 as well as basic skills in literacy, numeracy and IT. The service offers skills and qualifications in engineering and technology, motor vehicles, carpentry, health and fitness, construction, beauty therapy, basic skills and life skills. Students engage in 6 – 24 hours of learning per week.	Young people aged 13-17	There is some overlap with the provision available at Havering College. Some of the students engaged with Motorvations also attend school, where some of these skills are taught.
A reduction in funding may adversely affect the sustainability of the organisation and the services it provides	Young people aged 13-17 Schools and Pupil Referral Units (PRUs) making referrals to the service Motorvations staff	Motorvations is also funded by schools. Currently, around a third of its on-costs are met by schools. Additional support to be offered from the Community Development team to identify and apply for alternative funding sources.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
Motorvations provides a range of add-on services for young people in the borough (e.g. Chlamydia screening, sexual health sessions, drugs awareness and smoking cessation) which may be lost if the level of funding is reduced or withdrawn	Young people aged 13-17 Health services	Such services are available from other providers across the borough

### Section 3 - Potential Workforce Issues

No specific workforce issues have so far been identified

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Motorvations	Quarterly	Contract monitoring meetings	Motorvations has been formally advised of the review of voluntary sector funding and budgetary changes. The organisation is aware				

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			that future funding is dependent on the outcomes of the review and that funding may be discontinued.				
Motorvations	October 2015	Meeting	<p>Motorvations explained the history of the grant. Funding was originally provided by London Councils. LB Havering provided a grant when this was discontinued.</p> <p>It was raised that the resourcing / costing of the project is expensive in terms of consumables, vehicles, tools and other equipment</p>				

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
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- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

There is currently limited capture of demographic information. A CRM database is currently under construction which will assist with the monitoring of demographic information and outcomes in respect of students.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The service is aimed at disengaged young people aged 13 -17. There are 24 – 30 students on the programme at any one time, mainly from school years 10 and 11. As at the end of Quarter 3 2015/16, 2 (8%) of the students were looked after by the local authority and one was known to the	October 2015	A similar service is provided by the Pupil Referral Unit (PRU) and funded through the schools fund. The fund facilitates the purchasing of places for excluded and disengaged pupils from Motorvations and other providers as required.			

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	Youth Offending Service (YOS).					
Disability	As at the end of Quarter 3 2015/16, 12.5% of students at Motorvations were statedemented. A dyslexia tutor is available through Motorvations for those who require this.	October 2015	There is some overlap with the provision available at Havering College, in schools and from other providers.  Dyslexia support is also available through schools and colleges.			
Sex	As at the end of Quarter 3 2015/16, a third of Motoravtions' students were female and two thirds were male.	December 2015				
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race	As at the end of Quarter 3 2015/16, all bar one student at Motorvations were White British, suggesting that this cohort of young people may be particularly affected by the proposal to decommission the service.	December 2015	A similar service is provided by the Pupil Referral Unit (PRU) and funded through the schools fund. The fund facilitates the purchasing of places for excluded and disengaged pupils from Motorvations and other providers as required.  There is some overlap with the provision available at Havering College, in schools and from other providers.			
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	Profiles service users, so has informed the content of this EIA, and also assists in assessing the overall value for money delivered by through the agreement.

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## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

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<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Thames Chase Trust				
<b>Date Created</b>	3/12/15	<b>Review Date:</b>	3/12/16	<b>Version:</b>	3
<b>Author:</b>	Benjamin Sanderson <Benjamin.Sanderson@haverling.gov.uk>				

<b>Person completing EIA:</b>	
<b>Signed:</b> Benjamin Sanderson <Benjamin.Sanderson@haverling.gov.uk>	<b>Date:</b> 3/12/15
<b>Person supervising EIA:</b> Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
<b>Signed:</b>	<b>Date:</b>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Risk of reduction in service	<p>Thames Chase Trust is responsible for running a successful visitor centre and café at Broadfields Farm in Uppminster and also, along with its partners, delivery of the wider strategic objectives of the Thames Chase Community Forest.</p> <p>A reduction in service could potentially impact on local site users at the Forest Centre and in the wider Community Forest and include disabled people, women, elderly people, young persons, families.</p>	<p>Funding for Thames Chase Trust currently comes from four separate local authorities which are Havering, Thurrock, Brentwood and Essex County Council.</p> <p>We don't anticipate a reduction in service due to reduction in funding from only <b>one</b> funding source. However, all funding sources are reviewed annually with no certainty of continued funding.</p>
Decreased access to service	<p>Decreased access to the service could potentially impact on local site users at the Forest Centre and in the wider Community Forest and include disabled people, women, elderly people, young persons, families.</p>	<p>We don't anticipate a reduction in access to the service due to reduction in funding from only <b>one</b> funding source. However, all funding sources are reviewed annually with no certainty of continued funding.</p>
Potential workforce impacts	<p>Paid staff members and the voluntary workforce.</p> <p>The contribution from each Local Authority contributes to the mix of match funding for various other initiatives being led by Thames Chase</p>	<p>At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies on existing staff.</p> <p>Potential threat to achieving HLF Landscape</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>Trust including HLF Landscape Partnerships (£1.8 million), Catchment Partnership Funds for improvements to riparian environments, GLA Big Green Fund and HLF Transition Fund.</p> <p>These funds help strengthen the strategic environmental work of the Council. With reduced funding, this will put increased pressure to deliver outputs using fewer potential resources.</p>	<p>Partnership funding due to lack of match funding. Project board will need to investigate alternative funding sources.</p>
Impact on community engagement	<p>Local site users including disabled people, women, elderly people, young persons, families.</p> <p>Through provision of site facilities including a successful café and visitor centre, run on a voluntary capacity and also working with partners at a strategic level to improve physical and intellectual access within the Community Forest the service brings people together from a variety of different communities promoting physical recreation and access to open space and nature. Both these functions allow people to come together and engage, providing a meeting point and an environment for recreation and enjoyment. The Forest Centre also provides the Council with a captive</p>	<p>At this point we would anticipate that this service would be expected to continue with reduced funding from only <b>one</b> source. However there could potentially be tensions arising between the Trust and council due to reduced funding from the council.</p> <p>Potential threat to achieving HLF Landscape Partnership funding due to lack of match funding. Project board will need to investigate alternative funding sources.</p>

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>audience for undertaking surveys etc.</p> <p>With reduced funding, this will put increased pressure to deliver outputs using fewer potential resources. In terms of community engagement this could seriously threaten the ability to achieve the full funding from HLF Landscape Partnerships, currently in the development phase with £100k of HLF investment and only 9 months away from completion. The delivery phase is due to commence in early 2017.</p>	
Impact on community cohesion	<p>Through provision of site facilities including a successful café and visitor centre, run on a voluntary capacity and also working with partners at a strategic level to improve physical and intellectual access within the Community Forest the service brings people together from a variety of different communities promoting physical recreation and access to open space and nature. Both these functions allow people to come together and engage, providing a meeting point and an environment for recreation and enjoyment.</p>	<p>At this point we would anticipate that this service would be expected to continue with reduced funding from only <b>one</b> source. However there could potentially be tensions arising between the Trust and council due to reduced funding from the council.</p>



## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	<p>At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies on existing staff.</p> <p>Reduced funding not only pays for staff time but also contributes to the mix of match funding for various other initiatives being led by Thames Chase Trust include HLF Landscape Partnerships, Catchment Partnership Funds for improvements to riparian environments, GLA Big Green Fund and HLF Transition Fund.</p> <p>These funds help strengthen the strategic environmental work of the Council and with reduced funding, will put increased pressure to deliver outputs using fewer potential resources. Reduced funding may potentially lead to a reduction in volunteer</p>	3/12/15	Trust to be offered support to seek and apply for alternative funding sources	To be initiated	Open	Benjamin Sanderson/Bob Flindall
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	numbers associated with these projects and the core activities of Thames Chase through a reduced capacity to supervise volunteer work programmes. Volunteers at Thames Chase may represent any of the protected characteristics.					
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### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Thames Chase Trust is comprised of a Board of Trustees and a Delivery Group. The Delivery Group consists of a Chair, Delivery Manager voluntary representation, representation from the 4 contributing Local Authorities and the Forestry Commission.	Delivery Group meets quarterly	The Delivery Group is responsible for overseeing the use of Local Authority funding in relation to delivery of targets set out in the Thames Chase Delivery Plan. The Group meets to discuss progress on the	Reduction in funding has not been discussed formally.	Moving forward there needs to be formal notification about reduction in funding to the chair of the Board of Trustees – Mike Armstrong	To be initiated	Open	Benjamin Sanderson / Bob Flindall

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

		delivery of Thames Chase Plan projects against targets set out in plan.					
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### Section 5 Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
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- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.

- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reduced funding of Thames Chase Trust will reduce capacity to deliver outcomes that benefit any number of communities and service users which includes groups and individuals with protected characteristics. Key areas where reduced funding will have an impact are: <ul style="list-style-type: none"> <li>- <b>Improving access to the environment for Havering's disabled residents and visitors.</b> Thames Chase Trust is working in partnership with Trail Net and Positive Parents to</li> </ul>	3/12/15	Attempt to maintain service delivery with reduction in potential resources	To be initiated through Delivery Group meetings	Open	Benjamin Sanderson / Bob Flindall
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						
			Maintaining service delivery depends on funding received from other local authorities. Should this also be reduced the Trust will need to work with the Board and Delivery Group to identify and apply for alternative sources of funding.			
			Offer support to the Thames Chase Trust to identify and apply for alternative funding sources.			

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>make adapted cycles available for children and adults with special needs and physical disabilities. Further facility improvements to take place in winter 2015/16.</p> <ul style="list-style-type: none"> <li>- <b>Thames Chase Plan</b> – Havering now benefits from a Community Forest Plan, which is a material consideration in the environment planning context.</li> <li>- <b>Supports Havering's Duty to Cooperate</b> – Thames Chase Partnership allows better cross boundary working, and now 4 out of 5 TC local authorities are contributing financially to this working.</li> <li>- <b>Active volunteering programme</b> – now 85 active volunteers and still growing, including supporting Havering public rights of way maintenance</li> <li>- <b>Active events programme</b> – supporting the vibrancy of Havering's culture and</li> </ul>					

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	leisure scene					

### Section 6: Data Sources

Data used	How has this information informed your decision
Attendance at Thames Chase Trust delivery group meetings	Council Officer present at Delivery Group meetings where Delivery Plan is monitored against project targets. It would appear that the Trust is currently meeting these targets. Other funding sources from the other Local Authorities are currently available. This would indicate that there will be no loss in service delivery through reduction in funding. However, all funding sources are reviewed annually with no certainty of continued funding.
At present Thames Chase Trust has a Service Delivery Plan (available for perusal) which has clear targets they need to meet.  Many of the projects in the Delivery Plan are aligned with delivery of objectives set out in the HLF Landscape Partnerships Scheme which is currently in its development phase.	Currently Local Authority contributions are being ring fenced to match fund HLF Landscape Partnerships funding representing a high return on investment. Havering has contributed to Thames Chase Trust for a number of years and is just a year away from achieving significant HLF funding for a 5 year project that will deliver an unprecedented programme of individual projects that will provide a coherent and structured approach to restoring the landscape, educating communities and providing opportunities for local people to learn new skills and appreciate and reconnect with the heritage around them. It will provide a lasting legacy for heritage, people and communities to a local population of an estimated 650,000 people.

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

### Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

<b>Title:</b>	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
<b>Service impacted by proposed spending review</b>	Havering Arts Council Havering Sports Council				
<b>Date Created</b>	27/11/2015	<b>Review Date:</b>	At end of next grant agreement	<b>Version:</b>	2
<b>Author:</b>	Kayleigh Pardoe				

<b>Person completing EIA:</b> Kayleigh Pardoe	
<b>Signed:</b> _____	<b>Date:</b> 27/11/2015
<b>Person supervising EIA:</b> Simon Parkinson	
<b>Signed:</b> _____	<b>Date:</b> 27/11/2015

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

### Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Reduction in grants to community groups and individuals affiliated with the Sports Council and Arts Council	Community groups and individuals. There is a risk this will impact on young people in particular	Regular communication with the Sports Council and Arts Council to assess impact of the reductions. Support to be offered to the organisations to identify and apply for alternative funding.
Reduction in marketing materials	The Sports Council and Arts Council use the money provided by the Council for marketing materials. There may be a reduction in marketing materials as a result, which in turn may result in reduced take up of services.	Regular communication with the Sports Council and Arts Council to assess impact of the reductions. The Council can market the organisations' services through facilities such as the website, e-bulletins and social media. Support to be offered to the organisations to identify and apply for alternative funding.

### Section 3 - Potential Workforce Issues

No potential workforce issues have so far been identified

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil						



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Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Arts Council	Ongoing	Attend regular meetings with the Arts Council		Attend regular meetings with the Arts Council	Ongoing	Open	Guy Selfe
Sports Council	Ongoing	Attend regular meetings with the Sports Council		Attend regular meetings with the Sports Council	Ongoing	Open	Guy Selfe

### Section 5 - Service Delivery Impacts and Issues

#### Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

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Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

### Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Many of the individuals and groups affiliated with the Sports Council and Arts Council are made up of young so there may be an adverse impact on	27/11/2015	Regular communication with the Sports Council and Arts Council to assess impact of the	Ongoing	Open	Guy Selfe

## Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	this group.		reductions.  Support to be offered to the organisations to identify and apply for alternative funding.		Open	Guy Selfe / Community Development team
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

### Section 6: Data Sources

Data used	How has this information informed your decision
Information provided by the Sports Council and Arts Council about how the money is spent	This allowed the Council to make a decision on the level of funding reduction that would be appropriate.

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