



CABINET

7.30 pm	Wednesday 5 July 2017	Council Chamber - Town Hall
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Members 9: Quorum 3

Councillor Roger Ramsey (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Damian White

Housing

Councillor Robert Benham

Children & Learning

Councillor Wendy Brice-Thompson

Adult Social Services and Health

Councillor Osman Dervish

Environment and Community Safety

Councillor Melvin Wallace

Culture and Community Engagement

Councillor Clarence Barrett

Financial Management, Transformation & IT

Councillor Ron Ower

Housing Development Company and
OneSource Management

Councillor Joshua Chapman

Deputy Cabinet Member for Housing

Councillor Jason Frost

Deputy Cabinet Member for Environment,
Regulatory Services & Community Safety

Andrew Beesley
Head of Democratic Services

For information about the meeting please contact:

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Webcast

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

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.

AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

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

4 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meeting held on 13th June, 2017, and to authorise the Chairman to sign them.

5 HAVERING COMMUNITY SAFETY PARTNERSHIP PLAN 2017-20 (Pages 9 - 58)

6 2018/19 LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION - FUNDING FOR TRANSPORT PROGRAMMES AND PROJECTS IN HAVERING (Pages 59 - 68)

7 ANNUAL CORPORATE PERFORMANCE REPORT 2016/17 (Pages 69 - 92)

8 PROPOSAL FOR A NEW SPECIAL FREE SCHOOL IN HAVERING (Pages 93 - 122)

9 EXCLUSION OF THE PRESS AND PUBLIC

To consider whether the press and public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the press and public were present during those items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on those grounds, the Committee to resolve accordingly on the motion of the Chairman.

10 PROPOSAL FOR A NEW SPECIAL FREE SCHOOL IN HAVERING (Pages 123 - 132)

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MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Tuesday, 13 June 2017
(7.30 - 8.20 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Damian White	Housing
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Osman Dervish	Environment and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management, Transformation & IT
Councillor Joshua Chapman	Deputy Cabinet Member for Housing
Councillor Jason Frost	Deputy Cabinet Member for Environment, Regulatory Services & Community Safety

Apologies were received for the absence of Councillors Robert Benham and Ron Ower and Keith Darvill.

Councillors Ian De Wulverton, Lawrence Webb and Ray Morgon were also in attendance.

1 DISCLOSURES OF INTEREST

There were no declarations of interest.

2 MINUTES

The minutes of the meeting held on 10th May, 2017 were agreed as a correct record and signed by the Chairman.

3 CALL-IN OF A NON-KEY EXECUTIVE DECISION RELATING TO THE HIGHWAYS CAPITAL PROGRAMME 2017/18

The Cabinet Lead Member for Environment and Community Safety presented the report regarding the Call-in of The Highways Capital Programme 2017/18, which was upheld by the Overview and Scrutiny Board, to Cabinet.

Councillor Dervish outlined the supplementary note in response to issues raised by the Committee (page 25 of the agenda), which detailed the improvements to the process going forward. This is to include the introduction of a specialist software system called Horizons by the end of the year which will inform all future Highways Capital Programmes from 2018/19. This system will include highways condition data and will generate an output score which will inform the decisions regarding the priority of road repairs and renewal in the Borough including the maintenance spend. This will be used to support the professional expertise of the Council's engineers and relevant officers.

It was noted that some roads need repair rather than renewal and can be maintained cheaply and efficiently through micro asphaltting, hence their selection for the programme. Others need more costly full renewal.

Concern was raised that a business case for each project was required. However, there is a huge network of roads in the Borough that need attention and this work needs to progress. Members were encouraged by the Leader to trust the judgement of officers to deliver these works. Future plans to improve the process will assist in this.

Cabinet:

- **AGREED** to implement the decision as set out in the non-key executive decision for the Highways Capital Programme 2017/18

Other Options Considered:

- To not implement the decision.

Reasons for Decision:

- Reassurances had been given regarding improvements to the process going forward which will include the introduction of a specialist software system "Horizons" which will inform all future Capital Programmes.
- The work had to be completed and should proceed.

4 EX-GLC/ILEA PENSION FUND DEFICIT

Consideration was given to the report of Paul Thorogood, Director of Finance (OneSource) and this was presented to Cabinet by the Lead Member for Financial Management, Transformation and IT, Councillor Clarence Barrett.

This matter dates back to the abolition of the Greater London Council in 1986 when the London Pension Fund Authority (LPFA) was established to take over specific functions, in particular the former pension fund.

The former pension fund liability is for the London Borough Councils to meet. The total liability was assessed at £177.209 million with 90% of the liability (£159.488 million) to be met by The London Borough Councils. The liability includes the former Greater London Council and the Inner London Education Authority. However, Havering is not responsible for the latter. The liabilities will be reviewed every three years when actuarial reviews will be undertaken.

The Havering contribution to the liability is assessed at £2.132 million which equates to 1.34% of the total liability which is proposed to be paid over a 30 year term.

The Council currently incurs an annual levy of £235,000 and this levy is included within the Council's approved budget.

The repayment will equate to £71,000 per year over the 30 year term. And this will be funded from the Corporate Risk Budget.

The liability was initially challenged by two London Councils but as of 2010 this was not resolved. If the liability is not met Central Government are likely to intervene to impose the levy.

On this basis, for the reasons set out in the report,

Cabinet:

- **NOTED** the liability that is payable to the London Pension Fund Authority towards the pension fund deficit of the Greater London Council which is currently assessed at £2.132m.
- **RECOMMENDED to Full Council** the approval of a payment of £2.132m towards the pension fund deficit of the Greater London Council over a period of up to 30 years.
- **DELEGATED** authority to the Chief Financial Officer to finalise the repayment terms of the liability with the London Pension Fund Authority.

5 ARRANGEMENTS FOR ONE ORACLE POST JULY 2018

Consideration was given to the report of the Managing Director, oneSource, detailing the arrangements for One Oracle after July, 2018.

The Director of Finance (oneSource) outlined the current and proposed position to Cabinet.

The current contract with Capgemini for the provision of Havering's One Oracle, Finance, HR and Payroll system expires in July, 2018 and so alternative arrangements as detailed in the report are required.

There is an additional cost of £30,000 per year and a lump sum set up cost of £55,000. This will be funded from Havering's 2018/19 ICT revenue funding.

Other options have been considered as follows:

- The potential option of an open tender process for the One Oracle R12.1 solution was discounted as there was insufficient time to run such a process and for an alternative provider to reprovision the solution onto their own infrastructure before July 2018. It was unlikely that the market would be interested in responding to such a process as the Oracle R12.1 solution will not be maintained by Oracle after December 2021 and so the lifespan of any R12.1 contract would be severely limited.
- A further potential option of oneSource hosting the One Oracle R.12 solution within its own ICT infrastructure was also considered but discounted. This would require a new procurement exercise to be undertaken, similar to the one undertaken by Brent already, to find a partner to facilitate the transfer from Capgemini. There was insufficient time available to undertake such procurement. There was also insufficient time to design, cost and implement an on-premises solution within oneSource's ICT infrastructure. There was no assurance that the cost of such a solution would be less than the cost of the service on offer from Capgemini.

For the reasons set out in the report,

Cabinet:

- **AGREED** that Havering enter into a contract with Capgemini, if possible through a Crown Commercial Services G-Cloud framework for the One Oracle R12.1 solution for a period of at least one year.
- **AGREED** that the resources in relation to Havering's One Oracle Shared Applications Support Team be transferred to oneSource at the appropriate time.
- **AGREED** The additional budget required per annum of £210,000 will need to be identified from the oneSource ICT budget (currently under review) in relation to the additional cost above base budget of the new contract with Capgemini, due to an ongoing shortfall in the current budget for One Oracle (the shortfall is being met from one-off funding from the Strategic Reserve in 2017/18)
- **DELEGATED** to the Managing Director, oneSource, authority to finalise the contractual arrangements with Capgemini.

6 LOAN TO AND ACQUISITION OF LAND FROM HAVERING COLLEGE

The Leader of the Council outlined the report of the Head of Property (oneSource), Garry Green, detailing the Loan to and Acquisition of Land from Havering College, to Cabinet.

A previous report on this matter was considered by Cabinet in January, 2017. However it has been necessary for the College to propose a different approach to the transaction which involves the Council acquiring the Quarles Campus immediately rather than having an option to do so. The sale will allow the College to secure match funding to secure the development of a proposed Construction and Infrastructure Skills and innovation Centre, together with improvements to an existing building at the Rainham Campus, New Road, Rainham. This is viewed as the best option for the Council in facilitating and improving further education provision in the Borough.

The Council's own company Mercury Land Holdings may become involved and further development will be dealt with in conjunction with that company.

It was noted that access to further education in the Borough needs improvement as it was difficult for residents to travel from Harold Hill to go to Rainham. North /south connections will be developed with the Borough already working with Transport for London and the GLA to secure improved infrastructure.

Other options had been considered in that:

- There was a do-nothing option. However, it was possible in this position that the Quarles Campus site would be disposed of by HCF&HE to a third-party, subject to restrictive covenants on the site in the Council's favour; however, the Council's influence on the site's future may well be limited in that circumstance.
- Additionally, if the immediate acquisition of the freehold interest in the Quarles Campus and a loan of up to £2,800,000 (if required in addition) had not been offered by the Council to enable the HCF&HE to discharge existing bank and DfE loans to HCF&HE and to meet the match funding requirement for the LEP / LEAP grant allocation of up to £5,446,191, then the opportunity to provide a state of the art construction facility in Rainham could be lost. An important education facility for the future of the Borough's residents would not be able to go ahead and this would be detrimental to the interests of the Borough, and its residents.

For the reasons set out in the report,

Cabinet:

1. **AGREED** 'in principle', the following revised proposals –

(a) in respect of the Quarles Campus –

(i) for Havering Council to immediately purchase from Havering College the freehold interest in the Quarles Campus, Harold Hill site on the terms set out in the Exempt part of this Report and to acquire and hold the

property for 'planning purposes' under the Town & Country Planning Act 1990; and

(ii) the Council will simultaneously lease back the Quarles Campus site to HCF&HE for a term up to September 2019 at a peppercorn rent, contracted outside of the security of tenure provisions of the Landlord & Tenant Act 1954, with a provision for HCF&HE to be able to break the lease early once they have vacated the site; and

(iii) that the possible involvement of the Council's wholly owned company, Mercury Land Holdings Limited (MLH), in seeking planning permission and/or acquiring and redeveloping the site to be the subject of a future report.

(b) In respect of a loan to the College –

(i) The Council entering into a Loan Agreement, if required, for a loan of up to a total of £2,800,000 (two million & eight hundred thousand pounds) from the Council to HCF&HE; and that

(ii) The Council's security for such a loan will be a first legal charge against the freehold title of the entirety of HCF&HE's Ardleigh Green Campus, Hornchurch.

All on the terms set out in the Exempt part of the Report.

2. **AGREED** to meet the capital financing costs associated with the acquisition of the Quarles Campus from the Transformation Reserve (formerly Strategic Reserve) in 2017/18 and future budgetary provision to be built into the proposed base budget for 2018/19 to be subsequently considered for approval by Council.

3. **DELEGATED** to the Section 151 Officer:

(a) the carrying out of the degree and extent of due diligence they consider necessary having regard to the proposals, in particular having regard to assessing the ability of the College to repay any loan provided to it by the Council;

(b) the release of loan monies to the College in accordance with the terms of the proposed Loan Agreement which, irrespective of the amount of the loan, will be protected by a first legal charge against the title of the entirety of the College's Ardleigh Green Campus in favour of the Council, as security.

4. **DELEGATED** to the Head of Property, oneSource, following consultation with the Director of Legal and Governance and the S.151 Officer and after undertaking any necessary property due diligence the preparation and entering into all necessary legal documentation to bring the proposed arrangements in Recommendation 1 (above) into effect.

7 **EXCLUSION OF THE PRESS AND PUBLIC**

The Leader indicated ahead of matters 5 and 6 above, that the meeting may go into private session to consider restricted matters.

There were no members of the press or public present and the web cast was concluded.

Chairman

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CABINET

5 July 2017

Subject Heading:

Havering Community Safety Partnership Plan 2017/18 to 2019/20

Cabinet Member:

Councillor Osman Dervish

SLT Lead:

Sarah Homer, Chief Operating Officer

Report Author and contact details:

Jerry Haley, Senior Community Safety and Development Officer, 01708 434370, jerry.haley@havering.gov.uk

Policy context:

Our new vision, 'Havering – making a Greater London', is about embracing the best of what Havering has to offer, and how we as a borough can play an active role in the success of the whole of London. Our vision is focused around the borough's communities, places, opportunities and connections. The key activity of the Havering Community Safety Plan 2017/18 – 2019 /20 is working with partners to maintain low crime rates and make people feel safer, which falls within the "communities" and "places" sections of the Corporate Plan.

Financial summary:

There are no direct financial implications for the Council of this plan. Activities within the Community Safety Plan are funded by a grant from the Mayor's Office for Policing and Crime (MOPAC). An indirect implication is the prevention activity detailed in this plan, as preventing crime results in medium and long term savings for the Council

Is this a Key Decision?

No

When should this matter be reviewed?

March 2018

Reviewing OSC:

Crime and Disorder Overview and Scrutiny Sub-Committee

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[]
Connections making Havering	[]

SUMMARY

The Community Safety Plan is produced every three years and refreshed annually to support decision making and priority setting for the Havering Community Safety Partnership (HCSP). The Plan attached at Appendix 1 has already been endorsed by the HCSP.

RECOMMENDATIONS

The Havering Community Safety Partnership Plan 2017- 2020 be **recommended** for approval by Council.

REPORT DETAIL

1. The Havering Community Safety Partnership is comprised of five responsible authorities¹ who, by law, are required to work together to tackle crime, disorder, substance misuse and reoffending. There is also a statutory requirement that the Havering Community Safety Partnership produces an annual strategic assessment of these issues in coordination with a community safety strategy or plan.
2. The strategic assessment assesses and evaluates the progress made towards achieving the priorities set out in the community safety partnership plan, and recommends any changes required to the strategic priorities for the forthcoming year. The Havering Community Safety Partnership's strategic assessment has identified three strategic themes together with one cross-cutting area for the forthcoming plan.
3. The strategic themes and cross-cutting area identified are as follows:
 - **Protecting vulnerable individuals/victims** – we want to reduce the number of victims and repeat victims of crime and anti-social behaviour in

¹ London Borough of Havering, Clinical Commissioning Group, Metropolitan Police, London Fire & Emergency Planning Authority and National Probation Service/Community Rehabilitation Company.

Havering. Areas of particular focus, where volume and risk of repeat victimisation are greatest, are violence against women and girls, serious group violence, child sexual exploitation and preventing hate crime and extremism. In addition, MOPAC has set additional priorities of reducing non-domestic violence with injury and anti-social behaviour (ASB).

- **Supporting the most prolific and/or high harm offenders** – we want to reduce the harm and risk of reoffending posed by known offenders residing in Havering and work with neighbouring boroughs to minimise the impact of offenders travelling into Havering. Areas of particular focus, where risks associated with reoffending and harm are highest, are offenders with drug and alcohol misuse issues and those with links to gangs.
 - **Creating safer locations** – we want to reduce the volume of crime in areas which are disproportionately affected. Areas of particular focus, where higher concentrations of crime exist, will be local town centres and retail areas across Havering as well as burglary hotspots.
 - Throughout this work, a key cross-cutting area will be **community engagement and public confidence**. This is to enable communities to report and receive information, as well as being part of potential solutions. This will also help to close the gap between perceptions of crime and actual levels of crime in the borough.
4. Havering's identified strategic priorities are broadly aligned to current and emerging regional and national strategies. Both within the national and regional context there continues to be a greater emphasis on prioritisation of crimes that present the highest levels of risk and harm, notably violence against women and girls (VAWG) and ending gang violence and exploitation. In addition to this the new Police and Crime Plan for London has prioritised reducing extremism, hatred and intolerance.
5. The Havering Community Safety Partnership Plan attached at **Appendix 1** sets out how the Havering Community Safety Partnership intends to address the issues and priorities set out above.

REASONS AND OPTIONS

Reasons for the decision: There is a statutory obligation under the Crime and Disorder Act 1998 to produce a Community Safety Plan.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications arising from approving the plan itself. It is expected that the plan will be delivered utilising the grant provided by the Mayor's Office for Policing and Crime (MOPAC).

The Community Safety Plan will be delivered by the legally obligated Five Responsible Authorities working together: London Borough of Havering, Clinical Commissioning Group, Metropolitan Police, London Fire & Emergency Planning Authority and National Probation Service/Community Rehabilitation Company.

Whilst the plan covers a 3 year period, grant funding from MOPAC has only been confirmed for 2 years. Havering has been awarded a ring fenced grant of £627,004 spread across 2017/18 and 2018/19 that mostly relates to its responsibilities under this plan. Any underspends are likely to be the subject of a reduction in grant award. The current intention is to split this grant evenly between financial years.

There is a risk that appropriate costs exceed the grant provision available for this plan, and any overspend would therefore need to be funded by the Council.

Legal implications and risks:

The Havering Community Safety Plan forms part of the Policy Framework at Article 1.03 (d) Part 2 of the Constitution, described there as the Crime and Disorder Reduction Plan and therefore needs approval by Council.

The Council and other statutory partners including Health have a responsibility under section 6 of the Crime and Disorder Act 1998 to produce a strategy to address crime and disorder within the borough and this proposed strategy has been drafted in compliance with that statutory requirement.

There are no other legal implications in recommending the proposed Plan for approval by Council.

Human Resources implications and risks:

There are no direct Human Resource implications.

Equalities implications and risks:

The Equalities Impact Assessment for the Havering Community Safety Partnership Plan has been completed and is attached at **Appendix 2**.

BACKGROUND PAPERS

None

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Havering Community Safety Partnership Plan

2017/18 to 2019/20

Final

Document Control

Document details

Name	Community Safety Partnership Plan 2017/18 to 2019/20
Version number	Final
Status	approved
Author	Iain Agar
Lead Officer	Diane Egan, Community Safety and Development Manager
Approved by	Havering Community Safety Partnership
Scheduled review date	March 2018

Version history

Version	Change	Date	Dissemination
V0.1	Initial Draft	February 2017	Internal
V0.2	amended	February 2017	Internal
V0.3	amended	March 2017	To HCSP
Final	Approved	April 2017	to HCSP stakeholders

Approval history

Version	Change	Date	Approving body
Final	Approved	April 2017	to HCSP stakeholders

Equality analysis record

Date	Completed by	Review date
February 2017	Iain Agar	March 2018

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 - F. Appendix 6: Governance and Structure of Havering Community Safety Partnership
- Action Plan

1. Foreword

Thank you for reading the Partnership Plan for improving community safety in the London Borough of Havering.

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

The Council's local intelligence shows that crime, disorder and fear of crime rank very highly in a list of public concerns amongst Havering residents and amongst the wider community that works in and visits the borough. This plan is the result of the focused analysis of the annual strategic assessment process, and sets out actions for the various partnership groups who are charged with bringing this plan to fruition.

Every year we face tough challenges in improving community safety but the economic climate in recent years has made this more difficult so it is important that we demonstrate to you that the work we do both makes a difference and represents good value.

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

The Community Safety Partnership welcomes the new priorities that have been set by the incoming Mayor of London which are closely aligned with our priorities as identified throughout the strategic assessment process. The priorities are aligned throughout this plan and through our strategic themes and cross-cutting areas.

We look forward to continue working in conjunction with the Mayor's Office for Policing and Crime to ensure these areas are delivered.

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

Jason Gwillim
Borough Commander
East London BCU
Vice Chair of the HCSP

2. Executive summary

The Havering Community Safety Partnership is comprised of five responsible authorities¹ who, by law, are required to work together to tackle crime, disorder, substance misuse and reoffending. There is also a statutory requirement that the Havering Community Safety Partnership produces an annual strategic assessment of these issues in coordination with a community safety strategy or plan.

The strategic assessment assesses and evaluates the progress towards priorities set out in the community safety partnership plan, and recommends any changes required to the strategic priorities, if applicable, for the forthcoming years. The Havering Community Safety Partnership strategic assessment has identified three strategic themes together with one cross-cutting area for the forthcoming plan.

The strategic themes and cross-cutting area identified are as follows:

- **Protecting vulnerable individuals/victims** – we want to reduce the number of victims and repeat victims of crime and anti-social behaviour in Havering. Areas of particular focus, where volume and risk of repeat victimisation are greatest, will be violence against women and girls, serious group violence, child sexual exploitation and preventing hate crime and extremism. In addition MOPAC have set additional priorities of reducing non-domestic violence with injury and ASB.
- **Supporting the most prolific and/or high harm offenders** – we want to reduce the harm and risk of reoffending posed by known offenders residing in Havering and work with neighbouring boroughs to minimise the impact of offenders travelling into Havering. Areas of particular focus, where risks associated with reoffending and harm are highest, will be offenders with drug and alcohol misuse, reoffenders, and those with links to gangs.
- **Creating Safer Locations** – we want to reduce the volume of crime in areas which are disproportionately affected. Areas of particular focus, where higher concentrations of crime exist, will be local town centres and retail areas across Havering and burglary hotspots.
- Throughout this work, a key cross-cutting area will be **community engagement and public confidence**. This is to enable communities to report and receive information, as well as being part of potential solutions. This will also help to close the gap between perceptions of crime and actual levels of crime in the borough.

Havering's identified strategic priorities are broadly aligned to current and emerging regional and national strategies. Both within the national and regional context there continues to be a greater emphasis on prioritisation of crimes that present the highest levels of risk and harm, notably Violence against Women and Girls and Ending Gang Violence and Exploitation. In addition to this the new Police and Crime Plan for London has prioritised extremism, hatred and intolerance.

The strategies of the outgoing Mayor of London have now all come to an end, and it is likely that new regional strategies will be produced to support the new Police and Crime Plan for London. Those which are being proposed currently include a Knife Crime Strategy and a refreshed regional Violence against Women and Girls Strategy. Similarly for Havering, the current local Serious Group Violence (covering knife crime) and Violence against Women and Girls strategies are due to end as of October 2017 so will need to be reviewed and refreshed.

¹ London Borough of Havering, Clinical Commissioning Group, Metropolitan Police, London Fire & Emergency Planning Authority and National Probation Service/Community Rehabilitation Company.

The table below sets out Havering's priorities and their alignment to regional and national strategies. Priority areas of each strategy are summarised by the respective strategy name. Hyperlinks for all regional and national strategies are included in Appendix 2.

Havering strategic priorities and their alignment with current regional and national strategy/policy		
Havering Partnership Plan	Regional (MOPAC)	National
Protecting vulnerable individuals/victims – focus on VAWG, gangs and serious violence, CSE, hate crime and extremism	<p>Police and Crime Plan 2017– strategic policing capabilities</p> <p>Police and Crime Plan 2017– keeping children and young people safe</p> <p>Police and Crime Plan 2017 – tackling violence against women and girls</p> <p>Police and Crime Plan 2017 – standing together against extremism, hatred and intolerance</p>	<p>Home Office- Ending Gang Violence and Exploitation 2016 – exploitation of people for county lines, safeguarding associated women and girls, early intervention, promoting meaningful alternatives</p> <p>Home Office Ending Violence against Women & Girls 2016-2020 – preventing violence and abuse, provision of services</p> <p>Home Office- Hate Crime Action Plan 2016-2020 – preventing hate crime, increasing reporting, improving victim support</p> <p>Home Office -Modern Crime Prevention Strategy 2016 – character (intervening early)</p> <p>National Crime Agency Strategy 2016 – Child Sexual Exploitation and Abuse, Organised Immigration Crime, Modern Slavery and Human Trafficking</p>
Supporting the most prolific and/or high harm offenders – focus on reoffending, alcohol and drugs, gangs	<p>Police and Crime Plan 2017 – strategic policing capabilities</p> <p>Police and Crime Plan 2017– a better criminal justice service for London</p> <p>Police and Crime Plan 2017– keeping children and young people safe</p>	<p>Home Office- Ending Gang Violence and Exploitation 2016 – reduce violence and knife crime (use of tools and powers), early intervention,</p> <p>Home Office Ending Violence against Women & Girls 2016-2020 – provision of services, pursuing perpetrators</p> <p>Home Office -Modern Crime Prevention Strategy 2016 – character (intervening early), Effectiveness of CJS, Drugs (work on new national strategy), Alcohol – making the night time economy safe</p> <p>National Crime Agency Strategy 2016 – Firearms, Drugs</p>
Creating safer locations – focus on crime attractors, town centres and night time economy, burglary hotspots	<p>Police and Crime Plan 2017– a better police service for London, including freedom to set local priorities – in Havering we have selected burglary and non-domestic violence with injury (i.e. night time economy)</p> <p>Police and Crime Plan 2017– strategic policing capabilities</p>	<p>Home Office- Ending Gang Violence and Exploitation 2016 – protect vulnerable locations</p> <p>Home Office- Hate Crime Action Plan 2016-2020 – reducing hate crimes in high risk environments</p> <p>Home Office -Modern Crime Prevention</p>

	Police and Crime Plan 2017 – standing together against extremism, hatred and intolerance	Strategy 2016 – opportunity (removing or designing out) National Crime Agency Strategy 2016– Cyber crime Wouldn't the national Prevent stuff also fit into this column?
Community engagement and public confidence	All regional and national strategies have communications and engagement plans within.	

Whilst we will continue to address all issues of crime, disorder and anti-social behaviour, the identified priorities and areas of focus are those areas which contribute to the greatest social and economic costs to victims and services and/or cause the greatest level of harm to Havering residents.

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

The strategic themes will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model. Each sub-group and operational group of the Havering Community Safety Partnership will retain a strong link to the strategic themes and will use the strategic assessment and associated crime problem profiles to develop specific action plans and performance monitoring frameworks.

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

Havering Community Partnership Board			
Protecting vulnerable individuals / victims	Supporting the most prolific and/or high harm offenders	Creating safer locations	Community engagement and public confidence
Violence Against Women & Girls Strategic Group	Reducing Reoffending Board	Business Group (Safe & Sound Day & Night Time Economy)	Safer Neighbourhood Board
Domestic Violence Multi-Agency Risk Assessment Conference	Integrated Offender Management Panel	Tasking Enforcement Group	
Multi-Agency Sexual Exploitation Group	Serious Group Violence Panel	Strategic Enforcement Board	
Anti-Social Behaviour and Community MARAC Panel	Drug Intervention Project Panel		

The next evaluation of the partnership plan will commence in Quarter 4 2017-18 as part of the wider Strategic Assessment process for Community Safety.

This is the first year of a new rolling strategy and our performance targets from the Mayor's Office of Policing and Crime (MOPAC) are set out following the Action Plan at the end of this document. The

performance targets include those set out in the Police and Crime Plan for London, and the key local outcomes which are linked to MOPAC crime prevention fund spend.

3. Introduction

Purpose and scope

Each year it is a statutory requirement that Community Safety Partnerships (CSPs) across England and Wales must conduct a strategic assessment of crime, disorder, and substance misuse and community safety issues². The purpose of the assessment is to help decision makers set priorities. It is also the key background document used in the development of the Havering CSP Partnership Plan.

A strategic assessment for Havering was completed in January 2017 which included a comprehensive analysis of the level and patterns of crime, disorder and substance misuse, and changes in the short, medium and long term across Havering. The assessment utilised a wide range of data from appropriate sources (Appendix 3) and used a variety of analytical techniques such as 'hot spot' mapping and creation of indices to highlight disproportionality and level of harm. The assessment was structured around the Problem Analysis Triangle elements of victims (*including vulnerable people, facilities and targets*), offenders and locations (*including priority communities*). This approach has enabled the partnership to identify both cross-cutting issues and underlying drivers and motivations for offending.

The London Borough of Havering in 2016 ranked as the 10th safest borough in London (declining from 8th in 2015) in terms of rate of total recorded crime per 1,000 usual residents (*69.9 in Havering compared to 86.4 regionally and 68.3 nationally*). Within Havering, serious acquisitive crimes have fallen consecutively over the past several years, with continuing reductions in historically high volume offences such as burglary and vehicle crime.

In 2014 Her Majesty Inspectorate of Constabularies (HMIC) crime data integrity programme identified serious concerns about police crime recording processes nationally, including under recording of personal crimes such as sexual offences and violence. This scrutiny has resulted in much more rigorous recording of personal crimes which are brought to the attention of police, contributing to a steep rise in recorded levels of violence against the person, domestic abuse and sexual offences.

In Havering, police have recorded a 32.5% increase in violence against the person during the current assessment period, of 1,476 additional offences. Similarly, domestic abuse crimes rose 21.7%, by 403 offences, and child sexual exploitation offences rose 40.7%, by 35 additional offences, during the same period. The rising level of recorded violent crime against individuals in Havering has contributed to a rise in total recorded crime in the two most recent strategic assessment periods. This trend, positively, is leading to better integrity of recorded crime data and we are identifying more victims than ever before. However, it also means that there is a growing demand for services to protect and safeguard victims, and to manage offenders.

The community safety problems which were identified as causing the most harm during the most recent strategic assessment period are domestic abuse and violent crime (including gangs), sexual offences (including child sexual exploitation), burglary and anti-social behaviour.

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

Violence overall is the largest contributor to crime in Havering, accounting for 35% of all recorded crime – specific problems within this include gangs and serious youth violence which continued to increase in the current assessment period. Havering now has the 12th highest rate in London for serious youth violence, worsening from 19th two years previously. Weapon enabled (knife and gun) crime and robbery involving young people as both victims and perpetrators have also risen exponentially compared to two years ago, but remaining relatively stable in the last 12-months.

It is estimated that domestic abuse affects one in twenty adults in Havering, not including the number of children in households witnessing domestic abuse. Furthermore, currently more than a quarter of all cases received in the local authority Multi-Agency Safeguarding Hub involve domestic abuse and more than one in ten crimes reported to police are domestic abuse.

Whilst sexual offences are low in volume, due in part to significant levels of underreporting, the impact and harm caused by such crimes is great. A growing proportion of crimes of this nature in Havering cross-cut alongside domestic abuse and violent crimes linked with gangs. Havering has seen a significant rise in the volume of cases of child sexual exploitation and currently has the second highest rate of reported offences per 1,000 youth population of all 32 London boroughs. As with other types of sexual exploitation this is due to previous under reporting of such cases in Havering and now through the work of the Partnership there is greater awareness of how to recognise and report such crimes. This plan aims to ensure that there is co-ordination of work around Child Sexual Exploitation and Missing Children, including provision of strategic analysis and research. £38,502 (per annum) of the borough's allocation of the London Crime Prevention Fund from the Mayor's Office for Policing and Crime (MOPAC) has been earmarked for analytical and research support for this work.

The key determinants of crime and repeat victimisation in Havering continue to be alcohol and drug misuse and reoffending levels, whilst deprivation, social inequality and mental health are influencers.

Alcohol harm, particularly in respect of violence and domestic abuse is a key issue. Alcohol increases the risk of injury in violent crime, for which there is a high level reported in relation to domestic abuse and the night time economy in Havering. Half of all violence is alcohol related. Drug misuse is more prevalent among known acquisitive crime offenders in Havering, particularly burglary. Of the offenders assessed by probation in Havering 40% had needs relating to drugs or alcohol misuse³.

Reoffending remains an issue, with pathways and needs identified for Havering offenders being finances and education, training and employment, coupled with the aforementioned drivers of drugs and alcohol. The number of adult offenders and reoffenders has been rising in Havering and across the east London sub-region, contrasting with declines across London as a whole.

The strategic themes and cross-cutting areas for Havering based on the strategic assessment are as follows:

- **Protecting vulnerable individuals/victims** – we want to reduce the number of victims and repeat victims of crime and anti-social behaviour in Havering. Areas of particular focus, where volume and risk of repeat victimisation are greatest, will be violence against women and girls, serious group violence, child sexual exploitation and preventing hate crime and extremism. In

³ Based on 2015 probation assessment data, new local data has not been available since October 2015 for National Probation Service and Community Rehabilitation Companies.

addition MOPAC have set additional priorities of reducing non-domestic violence with injury and ASB.

- **Supporting the most prolific and/or high harm offenders** – we want to reduce the harm and risk of reoffending posed by known offenders residing in Havering and work with neighbouring boroughs to minimise the impact of offenders travelling into Havering. Areas of particular focus, where risks associated with reoffending and harm are highest, will be offenders with drug and alcohol misuse, reoffenders, and those with links to gangs.
- **Creating Safer Locations** – we want to reduce the volume of crime in areas which are disproportionately affected. Areas of particular focus, where higher concentrations of crime exist, will be local town centres and retail areas across Havering and burglary hotspots.
- Throughout this work, a key cross-cutting area will be **community engagement and public confidence**. This is to enable communities to report and receive information, as well as being part of potential solutions. This is also to help close the gap between perceptions of crime and actual levels of crime in the borough.

Whilst we will continue to address all issues of crime, disorder and anti-social behaviour, the identified priorities and areas of focus are those areas which contribute to the greatest social and economic costs to victims and services and/or contribute to the greatest level of harm to Havering residents.

Vision

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

Aims and objectives

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

The key actions and performance measures which will ensure the Havering Community Safety Partnership achieves its aims and objectives are included at the end of this document.

Timescales

The Partnership Plan is a three-year plan which is refreshed annually as part of the Strategic Assessment process. We are in the first year of this plan which is due to end by March 2020.

Related documents

The work of the community safety partnership is closely linked with a number of other strategies in Havering. These links are detailed in the action plan attached at the end of this document; furthermore Appendix 2 lists all related strategies and documents relevant to this plan.

4. Authorisation and communication

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

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

5. Implementation and monitoring

The strategic themes will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model. Each sub-group and operational group of the Havering Community Safety Partnership will retain a strong link to the strategic themes and will use the strategic assessment and associated crime problem profiles to develop specific action plans and performance monitoring frameworks.

Governance and delivery

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

Havering Community Partnership Board			
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Multi-Agency Sexual Exploitation Group	Serious Group Violence Panel	Strategic Enforcement Board	
Anti-Social Behaviour and Community MARAC Panel	Drug Intervention Project Panel		

See Appendix 6 for the HCSP structure chart.

Action plan and performance measures

An Action Plan and performance indicators are included at the end of this strategy document.

6. Evaluation and review

The next evaluation of the partnership plan will commence in Quarter 4 2017-18 as part of the wider Strategic Assessment process for Community Safety.

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

7. Further information

Please contact Diane Egan, Community Safety and Development Manager on 01708 on 017082927 or by email at diane.egan@havering.gov.uk .

Appendix 1: Equality Analysis



EIA 2017.docx

Appendix 2: Related Documents

Local Documents

- Havering Community Safety Partnership Strategies
 - Reducing Reoffending Strategy 2017-2020
 - Serious Group Violence Strategy 2014-2017 (ending)
 - Violence Against Women & Girls Strategy 2014-2017 (ending)
- Havering Corporate Vision
- [Havering Drug and Alcohol Strategy 2016-2019](#)
- [Havering Joint Strategic Needs Assessment](#)
- [Havering Local Safeguarding Children Board Business Plan 2015-2018](#)
- Havering Strategic Assessment of Crime, Disorder and Anti-Social Behaviour 2015
- Havering Strategic Assessment of Crime, Disorder and Anti-Social Behaviour 2016
- Havering Strategic Problem Profiles (Restricted Documents)
 - Adult and Youth Offender Profiles 2015
 - Anti-Social Behaviour Strategic Problem Profile 2014
 - Burglary Strategic Problem Profile 2013, 2014, 2015
 - Child Sexual Exploitation Strategic Problem Profile 2015
 - Daytime and Night-time (town centres and public spaces) Strategic Problem Profile 2013, 2015
 - Serious Group Violence Strategic Problem Profile 2016
 - Violence Against Women & Girls Strategic Problem Profile 2014, 2016
- Safer Havering communications plan

National and Pan-London Documents

- [Anti-Social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers](#)
- [Code of Practice for Victims of Crime](#)
- [Mayoral Strategy on Violence against Women & Girls 2013-2017](#) (ending) – see HM Government national strategy on [Ending Violence against Women and Girls 2016-2020](#)
- [MOPAC Hate Crime Reduction Strategy 2014-2017](#) (ending) – see Home Office [hate crime action plan 2016-2020](#)
- [MOPAC Policing and Crime Plan 2017-2021 \(consultation draft\)](#)
- [MOPAC Safer Neighbourhood Boards Guidance](#)
- [MOPAC Strategic Ambitions for London: Gangs and Serious Youth Violence](#) (expired) – see HM Government national strategy on [Ending Gang Violence and Exploitation](#)
- [MOPAC & MPS Crime Reduction Strategy](#) (ending)

- [Modern Crime Prevention Strategy, Home Office Policy Paper 2016](#)
- [National Crime Agency Strategic Assessment](#)
- [Transforming rehabilitation reforms – reducing reoffending and improving rehabilitation \(Statutory Partnerships and Responsibilities\)](#)

Appendix 3: Data Sources

Sources of data used within the Strategic Assessment document

- British Crime Survey and supplementary tables
- British Retail Consortium, Business Crime Survey
- British Transport Police crime and incident raw data
- Compendium of Reoffending Statistics, Ministry of Justice
- Cambridge Crime Harm Index
- Crime Survey for England and Wales and supplementary tables
- Crown Prosecution Service: Proceedings in Magistrates Court
- Drug Intervention Project crime and drug test outcome raw data
- Female Genital Mutilation Experimental Dataset
- Havering Joint Strategic Needs Assessment chapters
- Home Office Social and Economic Costs of Crime, revised estimates 2011
- Hospital Episode Statistics
- Iquanta Police Performance Data
- Local Alcohol Profiles for England
- London Ambulance Service incident raw data
- London Fire Brigade incident raw data
- London Probation Assessments data
- Metropolitan Police Computer Aided Despatch raw data (also known as Metcall or DARIS data)
- Metropolitan Police Crime Recording Information System (CRIS data – raw crime data)
- Metropolitan Police Performance Information Bureau (official data for ward/borough level)
- Metropolitan Police Public Attitude Survey
- Ministry of Justice proven reoffending data
- MOSAIC Lifestyle Data, London Borough of Havering set 2011
- National Crime Agency Human Trafficking Data
- National Treatment Agency prevalence data
- Transport for London crime and incident raw data
- Youth Justice Statistics

Appendix 4: Membership of the Havering Community Safety Partnership

Responsible Authorities (those required to be involved by statute)

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

Other Organisations

- Barking, Havering and Redbridge University Trust
- Greater London Authority Member
- Havering Chamber of Commerce
- Havering Crown Court
- Havering Magistrates Court
- Havering Victim Support
- Havering Women's Aid
- Job Centre Plus
- Mayor's Office for Policing and Crime (MOPAC)
- North East London Foundation Trust
- Safer Neighbourhood Board
- Single Homeless Project
- WDP
- Youth Offending Service

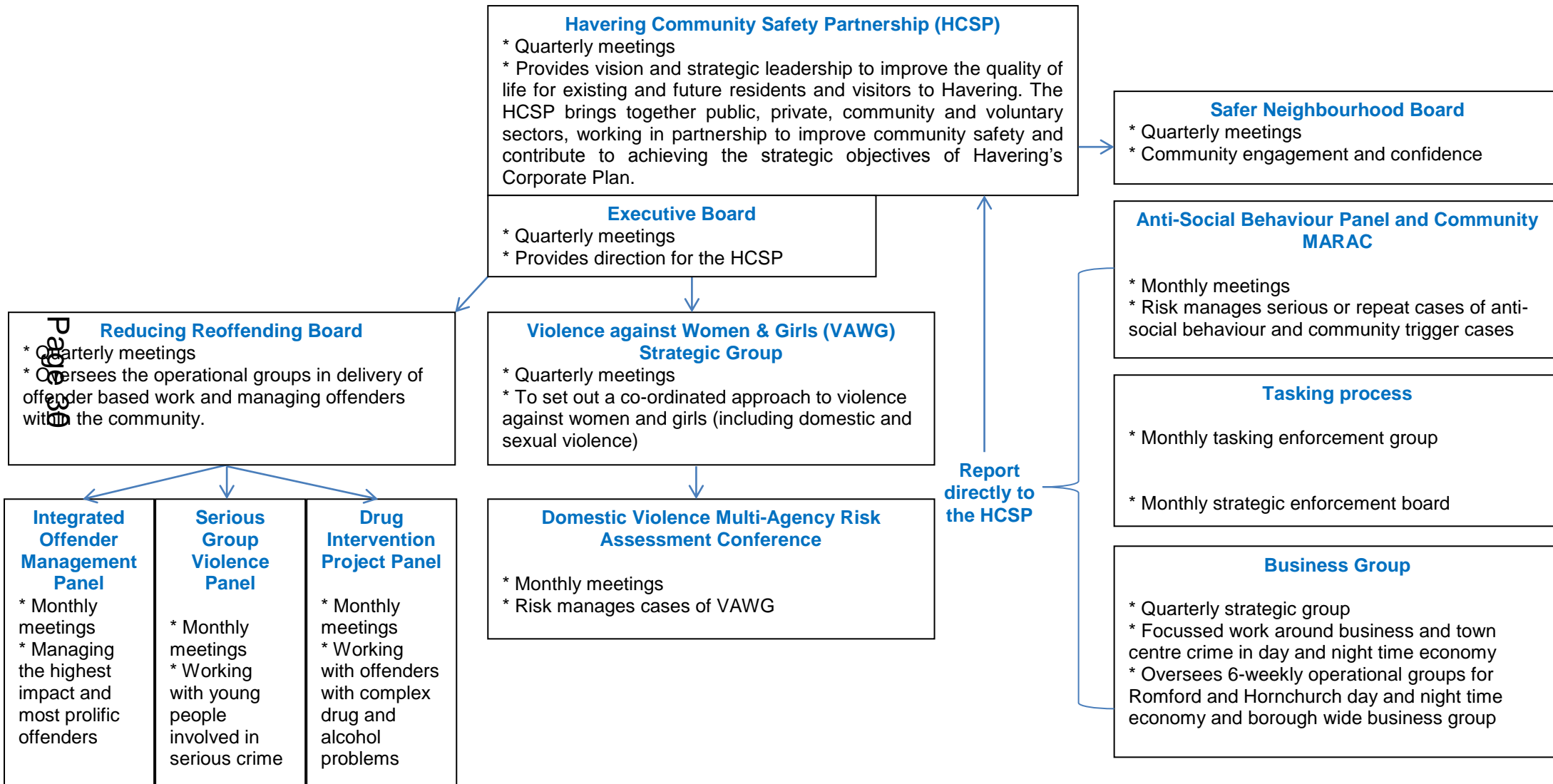
Appendix 5: Actions plans linked to the HCSP Partnership Plan

New strategic action plans to be embedded here on completion (Serious Group Violence, Violence against Women & Girls).



Reducing
Reoffending Action

Appendix 6: Governance and structure of the Havering Community Safety Partnership



Action plan

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
Violence against women and girls	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders; creating safer locations; community engagement and public confidence	Refresh the violence against women and girls strategy and action plan. 1) Carry over outstanding actions from previous strategy to new action plan. 2) Refresh problem profile and/or needs assessment for violence against women and girls. 3) Continue to co-ordinate and monitor the delivery of aforementioned work as part of the Violence against Women and Girls Strategic Group, with delivery accountability and oversight from the Havering Community Safety Partnership.	Prevention and early identification. Provision of intervention and support services for victims and perpetrators. Protect victims. Pursue enforcement action against perpetrators.	VAWG Co-ordinator to lead on work stream. Analytical resource to conduct strategic research and analysis to inform the strategic group, and provide the performance management function	October 2017	LBH Community Safety & Development : VAWG officer leads on behalf of HCSP Community Safety Analyst
	Protecting vulnerable individuals / victims	Commission support for victims of domestic abuse / violence against women and girls. 1) Drop-in advocacy service. 2) Independent Domestic Violence Advisor (IDVA) to support high risk cases of domestic abuse.	Victims and children have access to a wider variety of support services. Services will reduce the inequalities associated with VAWG. Early intervention and support to reduce escalating risk.	£60,000 (per annum) London Crime Prevention Fund (£30k advocacy and support, £30k IDVA).	Project end March 2019	LBH Community Safety & Development : VAWG officer Havering Women's Aid
Serious group violence, gangs and exploitation	Protecting vulnerable individuals / victims; supporting the most prolific and/or high	Refresh the serious group violence strategy and action plan. 1) Carry over outstanding actions from previous strategy to new action plan. 2) Fulfil intelligence development	Prevention and early identification. Provision of intervention and support services for victims and perpetrators. Protect vulnerable young people.	Integrated Offender Management caseworker to lead on work stream Analytical resource to conduct strategic	October 2017	LBH Community Safety & Development: Integrated Offender Management caseworker leads

⁴ Whilst the work of each strand is predominantly being co-ordinated by the Community Safety & Development Team, on behalf of the Havering Community Safety Partnership; responsible organisations for each focus area include each of the statutory bodies (Metropolitan Police, National Probation Service and CRC, Clinical Commissioning Group, London Fire and Rescue Service, London Borough of Havering), voluntary and third sector organisations (i.e. Victim Support, Havering Women's Aid), registered social landlords, drug and alcohol services.

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	harm offenders; creating safer locations; community engagement and public confidence	requirements of the new Serious Group Violence profile. 3) Continue to co-ordinate and monitor the delivery of this work as part of the Reducing Reoffending Board, with delivery accountability and oversight from the Havering Community Safety Partnership.	Pursue enforcement action against perpetrators.	research and analysis to inform strategy and action plan.		on behalf of HCSP Community Safety Analyst
	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders	Co-ordinate the work of the serious group violence panel. 1) Ensure production, administration and organisation of case work is readily accessible well in advance of meetings. 2) Ensure dedicated action plans are available and updated monthly for cohort clients brought to panel. 3) Ensure the entire cohort is fully researched between meetings, and ongoing review of cohort list. 4) Ensure that there is co-ordination of work with the Child Sexual Exploitation and Missing work, including provision of strategic analysis and research (updating CSE and Missing Problem Profile to support safeguarding children board and CSE team)	Vulnerable young people are identified and referred appropriately for timely intervention. Perpetrators are provided multi-agency support, tailored to their specific needs, to provide opportunities to change. Perpetrators who are not engaging or compliant are pursued for judicial restrictions and custody as last resort.	Analytical and research resource to prepare intelligence products, monitor progress and ensure effectiveness; be overall single point of contact. £38,502 (per annum) London Crime Prevention Fund, for analytical and research support	Review March 2019	LBH Community Safety & Development: Gang violence and exploitation research analyst leads multi-agency panel
	Supporting the most prolific and/or high harm offenders	Commission support for those involved and/or at risk of involvement in serious violence and offending relevant to the work of the serious group violence panel. 1) Mentoring and outreach service to be commissioned to address criminogenic needs of clients and reduce reoffending, risk and vulnerability	Reduced levels of risk and vulnerability. Prevent escalation to statutory interventions. Improve access to and engagement with services.	£65,000 (per annum) London Crime Prevention Fund, credible peer to peer mentoring (£45k) and victim worker (£20k)	Project end March 2019	LBH Community Safety & Development: Integrated Offender Management caseworker

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
		2) Young people's victim worker to improve support for young victims and provide restorative justice work.				
Hate crime and preventing extremism	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders; creating safer locations; community engagement and public confidence	Safeguard and prevent those identified as at risk of extremism; provide a co-ordinated approach to preventing hate crime, support and supporting victims. 1) Responsible for the Channel Panel 2) Delivery of the prevent action plan (not included in Appendix 5 due to sensitive and confidential nature of work, separate action plan in place) 3) Development and delivery of hate crime strategic action plan for Havering, aligning with national and regional action plan to be delivered at local level (Home Office Hate Crime Action Plan and MOPAC Police and Crime Plan)	Prevent hate crime and extremism through identification and early referral. Improved support and access to services. Encourage more victims of hate crime to come forward and report. Build understanding of hate and extremism locally.	£50,000 (per annum) London Crime Prevention Fund (hate crime and prevent co-ordinator role)	Review March 2019	LBH Community Safety & Development: Hate Crime and Prevent Co-ordinator leads on behalf of HCSP
Reoffending <i>NB: Detailed action plan addressing this focus area to be provided as part of specific strategy. To be added to Appendix 5 of this document on completion.</i>	Supporting the most prolific and/or high harm offenders	Deliver the Reducing Reoffending Strategy for Havering. 1) Fulfil intelligence development requirements of the adult offender profile. 2) Co-ordinate and monitor the delivery of this work as part of the Reducing Reoffending Board, with delivery accountability and oversight from the Havering Community Safety Partnership.	Reduced levels of reoffending. Increased number of offenders in employment and training and improved employability of offenders. Improved ability to fund lifestyle through legitimate income. Tougher monitoring and policing of offenders who don't engage.	Integrated Offender Management caseworker to lead on work stream Analytical resource to conduct strategic research and analysis to inform strategy and action plan, and devise the performance outcome framework.	Review March 2020	LBH Community Safety & Development: Integrated Offender Management caseworker leads on behalf of HCSP
	Supporting the most prolific and/or high harm offenders	Address the prevalence of drug and alcohol related offending in Havering. 1) Lead on the Drug Intervention Panel (DIP) and associated work streams (test on arrest,	Improved knowledge and awareness of the consequences of drug and alcohol misuse. Improved confidence from partners referring into commissioned drugs and	£50,000 (per annum) London Crime Prevention Fund (substance misuse worker)	Review March 2019	LBH Community Safety & Development: Substance Misuse worker leads on

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
		<p>conditional cautioning and restrictions on bail, drug rehabilitation requirements and alcohol treatment referrals).</p> <p>2) Supporting offenders with drug and alcohol issues</p> <p>3) Strengthen the integrated approach to working with Serious Group Violence and VAWG work.</p>	<p>alcohol treatment services.</p> <p>Improved take up of health services.</p>	<p>Analytical resource to conduct strategic research and analysis to inform strategy and action plan, and devise the performance outcome framework</p>		<p>behalf of HCSP and Health and Wellbeing Boards</p>
Burglary	Protecting vulnerable individuals / victims; creating safer locations; community engagement and public confidence	<p>Delivery of Safe Zones in identified residential burglary hotspots.</p> <p>1) Targeted within streets that have suffered enduringly high levels of burglary over a prolonged period of time.</p>	<p>Increase awareness in high risk areas.</p> <p>Target harden vulnerable properties.</p> <p>Reduce risk of victimisation / repeat victimisation.</p>	<p>Cost of crime prevention materials.</p> <p>Analytical resource to identify suitable locations and evaluate effectiveness.</p>	<p>Review March 2018</p>	<p>Metropolitan Police</p>
	Protecting vulnerable individuals / victims; creating safer locations; community engagement and public confidence	<p>Implementation and development of Neighbourhood Watch areas.</p> <p>1) Continue to increase the number of NHW areas in Havering.</p> <p>2) Update contacts list for all schemes, and list of all streets with schemes for analyst.</p> <p>3) Review how NHW works, and look to devise a standard operating procedure.</p> <p>4) Look at how we can support NHW areas in terms of providing useful and relevant information throughout the year.</p>	<p>Increase awareness in high risk areas.</p> <p>Reduce risk of victimisation / repeat victimisation / near repeat victimisation.</p> <p>Residents understand that risk can be reduced by increasing occupancy indicators, improving visibility, controlling side and rear access.</p> <p>Residents aware of affordable devices such as light timer switches, window alarms, locks and bolts.</p> <p>Residents aware that risk significantly reduced with monitored alarm and CCTV.</p> <p>Reduction in overall burglary.</p>	<p>Analytical resource to maintain database and assess impact.</p>	<p>Review March 2018</p>	<p>Metropolitan Police, Community Safety & Development</p>

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	Protecting vulnerable individuals / victims; community engagement and public confidence	<p>Communicate burglary prevention and awareness messages to residents.</p> <p>1) Varied communication methods to reach a wide segment of the population (Twitter, Newsletter, Press, Living, Recorder, Street Life, Websites).</p> <p>2) Messages designed to empower victims and raise understanding of risk factors they can address.</p> <p>3) Explore possibility of developing community safety pages on LB Havering website.</p> <p>4) Targeted seasonal campaigns (summer holidays, winter 'light up')</p>	<p>Residents understand that risk can be reduced by increasing occupancy indicators, improving visibility, controlling side and rear access.</p> <p>Residents aware of affordable devices such as light timer switches, window alarms, locks and bolts.</p> <p>Residents aware that risk significantly reduced with monitored alarm and CCTV.</p> <p>Reduction in overall burglary.</p>	External communication method costs.	Ongoing, seasonal	Community Safety & Development, Communications Team
	Protecting vulnerable individuals / victims	<p>Super-cocooning to be carried out following residential burglary offences.</p> <p>1) Officers to visit neighbours up to 10 doors either side of burglary victims to raise awareness of potential risk.</p>	<p>Reduction in near repeat victimisation.</p> <p>Reduction in overall burglary.</p>	Officer time	Review March 2018	Metropolitan Police
	Protecting vulnerable individuals / victims; creating safer locations	<p>Raise awareness amongst residents and ward officers of the processes needed for alley-gate installation.</p> <p>1) Police and partners aware that resident led schemes can be implemented, and what is required.</p> <p>2) Targeted awareness of this option in Romford Town and Hylands ward, where rear burglary via alleyways is highest.</p> <p>3) Where resources available, police ward officers may consider initiating schemes with residents.</p>	<p>Control access to vulnerable properties.</p> <p>Reduce risk of victimisation.</p> <p>Reduction in overall burglary.</p>	Staff time	Review March 2018	Metropolitan Police, Community Safety & Development

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	Supporting the most prolific and/or high harm offenders	Ensure regular review of active burglars in Havering, and opportunities for their inclusion on IOM cohort are pursued	Increase risk to offenders. Reduce reoffending.	Staff time Analytical and research resource to monitor and identify suitable offenders	Ongoing	LBH Community Safety & Development: Integrated Offender Management caseworker leads on behalf of HCSP
Violence with Injury	Protecting vulnerable individuals / victims; creating safer locations	Provide safeguards to vulnerable and/or intoxicated people within the night time economy. 1) Continued use of town link radio, ensure all required persons are joined up / kept up to date. 2) Provision of Deeper Lounge safe haven. 3) Provision of Street Triage within Fiction night club. 4) provision of the Taxi Marshal Scheme in Romford town centre	Protect individuals/vulnerable people from harm. Reduce ambulance related call-outs. Reduce alcohol related violence.	£40,000 (per annum) London Crime Prevention Fund (Street Triage). Costs associated with maintenance of radio-link. Analytical resource to monitor outturns and evaluate project effectiveness.	March 2019	LBH Community Safety & Development: Community Safety Partnerships Officer
	Protecting vulnerable individuals / victims; creating safer locations	Reduce the risk of injury from glass / bottles. 1) Continue to ensure licence conditions on late premises (including new venues) require use of polycarbonate glasses. 2) Continue to ensure licence conditions on late premises restrict waste removal of glass/bottles outside between hours of 11pm-7am. 3) Street pastors and other frontline services to ensure bottles/glass brought into town and discarded are removed from the street.	Protect individuals/vulnerable people from harm. Reduce ambulance related call-outs. Reduce alcohol related violence.	Staff time	Review March 2018	LBH Community Safety & Development: Community Safety Partnerships Officer Metropolitan Police (licensing), Local Authority (licensing)

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
	Supporting the most prolific and/or high harm offenders	Remove potential offenders early to reduce risk of violence. 1) Continue to use the Barred from one, Barred from all initiative to impose bans on potential offenders / those who commit violent crime in the NTE. 2) Ensure door supervisors and CCTV are briefed on banned persons regularly.	Increase risk to offenders. Protect potential victims and vulnerable individuals. Reduce alcohol related violence.	Time commitment for Safe & Sound banning meetings.	Review March 2018	LBH Community Safety & Development:
	Supporting the most prolific and/or high harm offenders, creating safer locations	Increase risk of apprehension to deter potential offenders. 1) Utilise town link radio system. 2) CCTV and door supervisor briefings on banned individuals. 3) NTE shifts to be equipped with body worn cameras where possible. 4) Encourage take up of ScanNet/ClubScan on entry.	Increase risk to offenders. Protect potential victims and vulnerable individuals. Reduce alcohol related violence.	Staff time	Review March 2018	LBH Community Safety & Development; Metropolitan Police (licensing), Local Authority Licensing
	Protecting vulnerable individuals / victims; creating safer locations	Creating safer spaces within the night time economy. 1) Ensuring that door supervisors are controlling access points, screening exits and managing space outside venues. 2) Maintain late opening refreshments to provide a safe space for those waiting for public transport to resume in the early hours. 3) Maintain graduated closing times of premises throughout town centres so that customers are dispersed gradually in a managed way.	Increase risk to offenders. Protect potential victims and vulnerable individuals. Reduce alcohol related violence.	Staff time	Ongoing	LBH Community Safety & Development; Metropolitan Police (licensing), Local Authority Licensing

Focus Area	Strategy Objective	Project/Action	Outcomes	Resources	Timescale	Lead ⁴
Cross-cutting	Protecting vulnerable individuals / victims; supporting the most prolific and/or high harm offenders; creating safer locations; community engagement and public confidence	Co-ordinate the work of the Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference. Co-ordinate the work of the multi-disciplined Tasking Enforcement Group and Strategic Enforcement Board. Co-ordinate the multi-agency business group (Safe & Sound).	Reduce number of repeat cases of anti-social behaviour. Respond effectively to hate crime and vulnerable adults (Community MARAC). Working with partners to reduce levels of local crime using intelligence led and problem solving approaches. Reduction in key local issues (burglary, anti-social behaviour). Improve feelings of safety in business areas to support investment and tourism. Reduce demand on statutory services.	Staff resources – ASB Officer, Tactical Analyst, Community Safety Analyst providing analytic and research support	Ongoing	LBH Community Safety & Development: ASB Officer LBH Community Safety & Development: Tactical Analyst LBH Community Safety & Development LBH Assistant Director of Environment

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Ref.	Description	2016/17 Outturn (End-of-year)	2017/18 Target ⁵	Link to Corporate Vision
Key Local Outcomes – these targets are linked to London Crime Prevention Fund projects				
Key Local	Reduce alcohol related ambulance call-outs attended by London Ambulance Service between 9pm-4am Friday and Saturday	240	Reduce	Communities
Key Local	Reduce the number of repeat victims of domestic abuse		Reduce	Communities
Key Local	Reduce levels of serious violence for the cohort supported through commissioned mentoring scheme		Reduce	Communities
Key Local	Encourage more victims of hate crime to come forward and report	343	Increase	Communities
Key Local	Reduce reoffending rates of individuals managed through the DIP programme cohort		Reduce	Communities
Local – these targets have been identified locally by the police and/or community safety partnership				
Local	A better police service for London – reduce the number of neighbourhood crimes of greatest concern (Burglary)	1,849	Reduce	Communities

⁵ Numerical targets to be inserted once all 2016/17 year end outturns are known and targets are agreed with MOPAC

Ref.	Description	2016/17 Outturn (End-of-year)	2017/18 Target ⁵	Link to Corporate Vision
Local	A better police service for London – reduce the number of neighbourhood crimes of greatest concern (Violence with Injury)	1,324	Reduce	Communities
Local	Keeping children and young people safe – reduce the number of knife and gun crimes	280	Reduce	Communities
Regional – these are selected targets set out in the Police and Crime Plan for London which Havering Community Safety Partnership may wish to monitor				
Regional	A better police service for London – reduce the total number of victim based crimes		Reduce	Communities
Regional	A better criminal justice service for London – reduce reoffending rates of targeted cohorts (i.e. IOM)		Reduce	Communities
Regional	Keeping children and young people safe – reduce the number of young victims of crime		Reduce	Communities
Regional	Keeping children and young people safe – reduce the number of first time entrants	100	Reduce	Communities
Regional	Keeping children and young people safe – reduce the volume of serious youth violence		Reduce	Communities
Regional	Keeping children and young people safe – encourage more victims of child sexual exploitation to come forward		Increase	Communities
Regional	Tackling violence against women and girls – encourage more victims of VAWG to come forward		Increase	Communities

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Equality Impact Assessment (EIA)

Document control

Title of activity:	Havering Community Safety Partnership Plan 2017/18 – 2019/20
Type of activity:	Multi-agency action plan co-ordinated by the Community Safety and Development Team
Lead officer:	Diane Egan, Community Safety and Development Manager
Approved by:	Havering Community Safety Partnership
Date completed:	28 th February 2017
Scheduled date for review:	28th February 2018

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	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@havering.gov.uk

About your activity

1	Title of activity	Havering Community Safety Partnership Plan 2017/18 – 2019/20
2	Type of activity	Multi-agency action plan co-ordinated by the Community Safety and Development Team
3	Scope of activity	<p>Havering Council’s Community Safety and Development Team co-ordinates and leads on the development of policies and strategies (on behalf of the Havering Community Safety Partnership, from here on HCSP) which aim to improve the quality of life for all people in Havering. This is achieved by creating a safer environment. We aim to deliver efficient, high quality services that represent excellent value for money.</p> <p>Organisation and staffing – we work closely with key partners, including the Metropolitan Police, National Probation Service and Community Rehabilitation Company (CRC), London Fire and Rescue Service, Clinical Commissioning Group and Mayor’s Office for Policing and Crime (MOPAC), to tackle crime and disorder within Havering. Each of these organisations have equality and diversity policies in place and are part of the HCSP governance. Priority areas of work are identified through rigorous needs analyses which are agreed annually and discussed with partners.</p> <p>Services to the community – HCSP is comprised of five responsible authorities (LB Havering, Metropolitan Police, Probation and CRC, London Fire and Rescue Service and the Clinical Commissioning Group) who, by law, are required to work together to tackle crime, disorder, substance misuse and reoffending. As stated under Section 17 of the Crime and Disorder Act 1998, each of these organisations is required to - ‘without prejudice to any other obligation imposed upon it – exercise its function with due regard to the need to do all it reasonably can to prevent crime and disorder in its area’. The act reinforces that tackling crime should be a</p>

partnership matter and organisations should achieve a shared strategy, with the local authority required to establish the Community Safety Partnership.

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

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

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

The strategic priorities of the HCSP for next three years (2017-2020) are as follows:

		<ul style="list-style-type: none"> • Protecting vulnerable individuals and victims, with focus on young people, *violence against women and girls, and preventing hate crime and extremism • Support the most prolific and/or high harm offenders, with focus on drug and alcohol needs and reoffending levels, and *serious violence • Create safer locations, with focus on *town centres and *burglary hotspots • Community engagement and public confidence, with communications aimed at empowering residents to protect themselves from victimisation and making people feel safe <p>*Include local police priorities burglary and violence with injury, and mandatory targets domestic abuse and sexual offences, and weapon enabled crime</p>
4a	Is the activity new or changing?	<p>There is an existing Partnership Plan which expires as of 31st March 2017. Whilst some aspects of the service may change, with regards to funding allocations and commissioned services, the individuals and groups likely to be impacted on will remain largely unchanged.</p>
4b	Is the activity likely to have an impact on individuals or groups?	<p>Staff individuals and groups – community safety can affect everybody, including members of staff across the wider HCSP. Approximately 70% of staff members reside within the local community, and the remaining are commuting to Havering, therefore all are likely to be affected by the proposal to a higher or lesser degree. The impact on staff has therefore been considered as part of the community sections.</p> <p>Community individuals and groups (including voluntary organisations) – community safety can affect everybody including local residents, those working, educated in or visiting the borough, and businesses. The risk and potential risk for victimisation, or becoming involved in offending, can vary by crime problem (i.e. burglary, violent crime), location, socio-economic status, age, gender, ethnicity, sexual orientation and disability for example.</p> <p>The rate of total recorded crime in Havering, that is crime reported to police and subsequently recorded as an official crime, is below the regional average for London. Havering was the 10th safest borough regionally of 32 at the last strategic assessment. However, it should be noted that the recorded rate of Domestic Abuse (13th worst), Serious Youth Violence (12th worst), Child Sexual Exploitation (2nd worst) and Burglary (8th worst) performed less favourably in a regional and national context. This</p>

		<p>demonstrates that whilst overall crime is below average, when divided into specific areas we can identify variations in the level and type of need. In the case of Havering, there is greater level of identified need affecting women and children.</p> <p>As previously stated, the analysis of the strategic assessment is key to identifying varying degrees of risk and need, which takes into consideration offenders' and victims' main protected characteristics, types of problems, geographical variations and local prevalence.</p>
5	If you answered yes:	Please complete the EIA on the next page.
6	If you answered no:	Please provide a clear and robust explanation on why your activity does not require an EIA. Please keep this checklist for your audit trail.

Completed by:	Diane Egan, Community Safety and Development Manager
Date:	28 th February 2017

2. Equality Impact Assessment

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](#).

For more details on the Council's 'Fair to All' approach to equality and diversity, please visit our [Equality and Diversity Intranet pages](#). For any additional advice, please contact diversity@havering.gov.uk

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

Understanding the different needs of individuals and groups who use your service

In this section you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups (with **protected characteristics**).

Currently there are **nine** protected characteristics (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, and pregnancy/ maternity/paternity.

In addition to this, you should also consider **socio-economic status** as a protected characteristic, and the impact of your activity on individuals and groups that might be disadvantaged in this regard (e.g. carers, low income households, looked after children and other vulnerable children, families and adults).

When assessing the impact, please consider and note how your activity contributes to the Council's **Public Sector Equality Duty** and its three aims to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity, and
- foster good relations between people with different protected characteristics.

Guidance on how to undertake an EIA for a protected characteristic can be found on the next page.

Guidance on undertaking an EIA

Example: Background/context							
<p><i>In this section you will need to add the background/context of your activity. Make sure you include the scope and intended outcomes of the activity being assessed; and highlight any proposed changes.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>							
Example: Protected characteristic							
<p><i>Please tick (✓) the relevant box:</i></p> <table border="1"> <tr> <td>Positive</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Neutral</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Negative</td> <td><input type="checkbox"/></td> </tr> </table>		Positive	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Negative	<input type="checkbox"/>
Positive	<input type="checkbox"/>						
Neutral	<input type="checkbox"/>						
Negative	<input type="checkbox"/>						
<p>Overall impact: <i>In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.</i></p> <p><i>It is essential that you note all negative impacts. This will demonstrate that you have paid ‘due regard’ to the Public Sector Equality Duty if your activity is challenged under the Equality Act.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>							
<p>Evidence: <i>In this section you will need to document the evidence that you have used to assess the impact of your activity.</i></p> <p><i>When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.</i></p> <p><i>It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid ‘due regard’ to the PSED should the Council be challenged.</i></p> <ul style="list-style-type: none"> - <i>If you have identified a positive impact, please note this.</i> - <i>If you think there is a neutral impact or the impact is not known, please provide a full reason why this is the case.</i> - <i>If you have identified a negative impact, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the Action Plan.</i> <p style="text-align: right;"><i>*Expand box as required</i></p>							
<p>Sources used: <i>In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:</i></p> <ul style="list-style-type: none"> - <i>Service specific data</i> - <i>Population, demographic and socio-economic data</i> <p><i>Suggested sources include:</i></p> <ul style="list-style-type: none"> - <i>Service user monitoring data that your service collects</i> - <i>Havering Data Intelligence Hub</i> - <i>London Datastore</i> - <i>Office for National Statistics (ONS)</i> - <p><i>If you do not have any relevant data, please provide the reason why.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>							

The EIA

Background/context:

Community - According to the 2011 Census the total resident population for the London Borough of Havering was 237,232 whilst the Greater London Authority estimates the workday population to be 208,907. The most recent estimated population of the London Borough of Havering is 249,085. Other available data for usual residents show the following:

- Havering has the oldest population in London with a median age of approximately 40.
- From 2010 to 2015, Havering experienced the largest net inflow of children across all London boroughs. It is projected the largest increases in population will occur in children (0-17) and older people age groups (65 years and above) up to 2031.
- Children and young people currently account for 24.1% of the population.
- 7,779 per 100,000 population aged 18-64 live with moderate physical disabilities, the second highest rate in London, whilst 18% of working age people disclosed that they have a disability or long term illness.
- 0.63% of residents in Havering have serious mental health problems whilst 3.03% have long-term mental health problems. Compared to other London boroughs Havering has amongst the lowest prevalence rates.
- Havering is one of the most ethnically homogenous places in London with 83% of its residents recorded as White British. Black African (4.0%), Indian (2.8%) and Mixed (2.2%) account for the largest ethnic groups in Havering.
- Christian is the predominant religion followed in Havering (65.6%). Muslim (2.0%), Hindu (1.2%), Sikh (0.8%), Jewish (0.5%) and Buddhist (0.3%) are also followed. Over a fifth of residents (22.6%) stated that they had no religion.
- There is no reliable information on sexual orientation in Havering. According to the [Office for National Statistics in 2015](#), 1.7% of the UK population identified themselves as lesbian, gay or bisexual (LGB). The largest percentage of any age group was those aged 16-24 with 3.3%. The London region had the highest average of total population identifying as LGB with 2.6%.
- Havering has higher levels of employment than the national and regional averages. Locally 76.5% of working age residents in Havering were in employment (2015), compared to 72.9% and 73.6% in London and England respectively. The rate of working age people claiming out-of-work benefits at 7.3% was below both the regional (8.2%) and national average (9.0%).
- Havering is ranked as the 166th (2015, Indices of Multiple Deprivation) most deprived of 326 authorities in England (1st being most deprived). This has worsened marginally from 177th (2010, Indices of Multiple Deprivation). Two areas fall within the 10% most deprived (Gooshays and South Hornchurch wards).
- Child poverty affects 1 in 5 children in Havering, estimated to be 8,800, with disproportionate representation in Gooshays and South Hornchurch wards.
- Havering has high levels of owner-occupied housing (73%) and car ownership (77%) compared to regional and national averages. Levels of private sector-leasing (12%) are notably lower than the regional average. A higher proportion of residents rent from the local authority and social landlords (14%) when compared to the national average, but lower than the regional average.

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

Information from the latest strategic assessment for crime and disorder in Havering shows that:

- There were 17,456 crimes reported to and recorded by police in Havering and 14,672 reports of anti-social behaviour received across all agencies between October 2015 and

Septemebr 2016. Specific work related to domestic abuse also found police received a call in Havering once every 75 minutes (7,010 incidents).

- Crime victimisation rates are above average for those aged 15-50, with the peak ages for victims being 18-30. Asian or Asian British and Black or Black British residents suffer disproportionately higher rates of all types of crime.
- 54% of all those accused of crime are between the ages of 18 and 34. Offending peaks in adolescence and remains higher than average from ages 17-24.
- Males accounted for 81% of offenders.
- Those who commit crime in Havering are likely to have a number of needs relating to, for example, education, training and employment, finances and being able to manage on the money they have, alcohol misuse or dependency, drug misuse or dependency and emotional wellbeing and mental health.
- Gender based violence is estimated to affect 9,780 women aged 16-59 annually in Havering. Women in pregnancy are at higher risk of becoming domestic violence victims.
- Violence against women and girls and domestic abuse (affecting the 16-59 age range) is estimated to impact on 13% of Havering's total population.
- Triangulation of health and ambulance data alongside police recorded crime data reveals that as much as 75% of physical assaults are not reported to and recorded by the police. This is particularly notable for offences involving 18-25 year olds which take place within the night time economy.
- Serious violence and street crime, such as robbery, disproportionately affect young people in Havering with 50% of victims being aged 11-21 despite accounting for less than 20% of the population. This age group also accounted for more than 65% of offenders who carried out such crimes.
- Burglary affects all households, however, those households which are owner-occupied and headed by adults aged 30 and over were more likely to be victimised than younger headed households and private or socially rented households in Havering.
- Vehicle owners aged 25-34 were more at risk of becoming victims of vehicle crime than older drivers. Males in particular are disproportionately represented, accounting for 75% of reporting victims.
- Anti-social behaviour, and repeated calls for assistance for anti-social matters, occurred disproportionately in areas of social housing (26% of calls in social housing areas which account for 10% of properties in Havering).
- It was identified that a number of crime and disorder problems are chronically underreported and therefore only limited information was available. These include:
 - Domestic abuse and sexual violence – it is estimated from the Crime Survey for England and Wales that just 22% of domestic abuse victims will notify the police whilst less than a fifth of rape victims are believed to report to police.
 - Hate crimes – crimes which are motivated by prejudice of race, religion, faith, sexual orientation or disability for example are rarely reported. It is estimated less than 10% of such crimes are reported to police. There were 351 crimes reported to and recorded by police in Havering in the last 12 months, the majority being racially and religiously aggravated. There were 35 reports of homophobic and 15 reports of disability hate crimes.
 - Crimes affecting businesses, particularly shoplifting – it is estimated that 91% of shoplifting offences go unreported to police (British Retail Crime Survey 2015), however, those businesses which did report crimes witnessed high levels of repeat victimisation (75%).
 - Female Genital Mutilation - 20 maternity units identified FGM of women residing in Havering in the last year. The largest population groups from countries which practice FGM in the UK were from Ghana, Kenya, Nigeria, Somalia and Uganda. The 2011 Census estimated that 1.4% of Havering residents were born in the aforementioned nations.
 - Honour Based Violence and Forced Marriage – it is identified from national datasets that those most likely to be affected are from South Asian countries (Bangladesh, India and Pakistan). Just 6 incidents have been reported to and

recorded by police in Havering in the previous four years. According to the 2011 Census, 1.7% of Havering residents were born in the aforementioned countries, whilst a total of 5.3% of residents self-defined as being Asian or Asian British and Mixed Asian and White.

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

*Expand box as required

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <ul style="list-style-type: none"> • Children and young people aged 14-24 are disproportionately represented as both victims and offenders of crime. It is important that victim and offender interventions are designed with young people in mind. • The 0-17 age group is projected to increase notably in Havering, including the peak offending years (which are 14-17). There is an associated risk that reported crime levels will increase as a result if there is no plan to address key risk and protective factors of youth offending. • The Youth Justice Plan for Havering addresses risk factors associated with offending and victimisation of children and young people (poor parental supervision, families with attitudes that condone anti-social behaviour and criminality, low income, poor housing, low achievement beginning in primary school, aggressive behaviour, living in disadvantaged communities for example). • By the time offenders come to the notice of community safety partnership services (typically between the ages of 13-18), the opportunity for early prevention and intervention may have been missed. • Adverse childhood experiences, including abuse by adults, time spent in public care and domestic abuse, can disproportionately impact on risk of offending and victimization in later years. • Priority areas of the HCSP are focused on crime and disorder problems which adversely affect children and young people. 	
<p>Evidence:</p> <ul style="list-style-type: none"> - <i>Early Help services</i> - <i>Multi-Agency Safeguarding Hub</i> - <i>Serious Group Violence Strategy and Serious Group Violence Panel</i> - <i>Troubled Families</i> - <i>Youth Justice Plan</i> - <i>Youth Offending Team</i> 	
<p>Sources used:</p> <ul style="list-style-type: none"> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Havering Data Intelligence Hub</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i> - <i>Youth Justice Board: Risk and Protective Factors Report</i> 	

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Information that would be useful for strategic analysis and service provision remains underdeveloped in respect of disability, with crime and incident data significantly underreported. Qualitative research shows that those with disabilities are more likely to be targeted for hate crime, financial and sexual abuse and exploitation (i.e. labour). The HCSP has in place a VAWG strategy (to be reviewed in 2017) which seeks to address sexual violence and exploitation. The repeat victim's strategy seeks to address financial abuse of vulnerable adults in the borough. The revised hate crime policy seeks to support victims of hate crime . <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive		
Neutral	✓	
Negative		
Evidence:		
<ul style="list-style-type: none"> - <i>Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference (ASBMARAC), risk management panel for victims of hate crime, including disability prejudice.</i> - <i>Hate Crime Policy and Cohesion Strategy in development for Havering</i> 		
Sources used:		
<ul style="list-style-type: none"> - <i>An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)</i> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i> 		

Sex/gender: Consider both men and women		
<i>Please tick (✓) the relevant box:</i>		Overall impact: <ul style="list-style-type: none"> • Males and females experience similar proportions of crime overall, however, there are notable differences by type of crime. • Gender based violence (significant proportions of domestic abuse) and sexual violence disproportionately affect women (predominantly within the broad age range 16-59). • Stranger and alcohol-related violence occurring within public spaces (night time economy) and serious group/gang violence disproportionately affect men (predominantly under the age of 24). • Males account for over 80% of all offenders, therefore services to address and support offenders should bear this in mind.
Positive	✓	
Neutral		
Negative		
Evidence:		
<ul style="list-style-type: none"> - <i>Violence against Women & Girls Strategy, Strategic Group and Multi-Agency Risk Assessment Conference – established to identify, support and protect people at risk of domestic abuse, sexual violence, FGM, honour based violence and forced marriage, sexual exploitation and prostitution.</i> - <i>Equality Impact Assessment for Violence Against Women & Girls Strategy and Commissioned Services</i> - <i>Commissioned services to address violence within the night time economy (Street Triage), and Safe and Sound Night Time Economy Group</i> - <i>Reducing Reoffending Strategy, Equality Impact Assessment and Action Plan</i> 		
Sources used:		
<ul style="list-style-type: none"> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i> - <i>Violence against women and girls strategic problem profile</i> 		

Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
<i>Please tick (✓) the relevant box:</i>		
Positive	Overall impact: <ul style="list-style-type: none"> - BME groups are disproportionately represented as victims of crime generally, and in particular crime motivated by racial and religious prejudice, and targeting of Asian households for Asian gold. - There is no specific service which serves to protect BME groups in Havering, however, there is a BME forum which is represented at the Safer Neighbourhood Board and a specialist BME IDVA is in post to support victims of domestic abuse and forced marriage. - There is BME specific provision in respect of Domestic Abuse in Havering. - A growing BME community in Havering, particularly within the Black African group, may require in the future specialist services should it be mirrored by disproportionate growth in incidence and prevalence of crime. 	
Neutral		✓
Negative		
Evidence:		
<ul style="list-style-type: none"> - <i>Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference - risk management panel for victims of hate crime, including racial prejudice.</i> - <i>1x Independent Domestic Violence Advisor (IDVA) case load reserved for prioritising domestic abuse affecting BME victims in Havering</i> - <i>Hate Crime Policy and Cohesion Strategy in development for Havering</i> 		
Sources used:		
<ul style="list-style-type: none"> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i> - <i>Violence against women and girls strategic problem profile</i> 		

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
<i>Please tick (✓) the relevant box:</i>		
Positive	Overall impact: <p>Information that could be useful for strategic analysis and service provision is currently underdeveloped and underreported in Havering. Qualitative research identifies that individuals with particular religious beliefs are more likely to be victims of hate incidents and hate crime.</p> <p>The changing dimension of faith which may result from a growing BME community in Havering may require in the future specialist services should it be mirrored by a growth in the volume and prevalence of hate crime. There are clear gaps in data and reporting that need to be addressed and the partnership will be taking steps to engage with people from all religious groups and those with no religious belief to address those gaps.</p>	
Neutral		
Negative		✓
Evidence:		
<ul style="list-style-type: none"> - <i>Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference (ASBMARAC), risk management panel for victims of hate crime, including religion/faith prejudice.</i> - <i>Hate Crime Policy and Cohesion Strategy in development for Havering</i> 		

<p>Sources used:</p> <ul style="list-style-type: none"> - <i>An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)</i> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i>

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:		<p>Overall impact:</p> <p>Information that could be useful for strategic analysis and service provision is currently underdeveloped in Havering. Nationally LGBT groups are much less likely to report hate incidents or hate crimes. Qualitative research found that this protected characteristic was more likely to be targeted as victims of hate crime, violence and domestic abuse.</p> <p>Whilst underreporting is significant and the volume of reported cases is low, there are specialist services available to LGBT residents of Havering, including a liaison police officer and same-sex domestic abuse services.</p>
Positive		
Neutral	✓	
Negative		

Evidence:

- *Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference (ASBMARAC), risk management panel for victims of hate crime, including sexual orientation prejudice.*
- *Hate Crime Policy and Cohesion Strategy in development for Havering*
- *LGBT Police Officer within Havering*
- *LGBT support services available for victims of domestic abuse in same-sex relationships*

<p>Sources used:</p> <ul style="list-style-type: none"> - <i>An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)</i> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i>

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

Please tick (✓) the relevant box:		<p>Overall impact:</p> <p>Information that could be useful for strategic analysis and service provision is currently underdeveloped in Havering. Nationally this protected characteristic is less likely to report victimisation, including hate incidents or hate crimes.</p>
Positive		
Neutral		
Negative	✓	

Evidence:

- *Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference (ASBMARAC), risk management panel for victims of hate crime, including transphobic prejudice.*
- *Hate Crime Policy and Cohesion Strategy in development for Havering*

<p>Sources used:</p> <ul style="list-style-type: none"> - <i>An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)</i> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i>

Marriage/civil partnership: Consider people in a marriage or civil partnership	
Please tick (✓) the relevant box:	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <p>Services provided by Havering Community Safety Partnership are inclusive to all marital status'. In terms of community safety partnership issues, married/civil partners (or separated) are most notably overrepresented within domestic abuse crimes, given their nature. Domestic abuse services are available to everyone regardless of marital status.</p>	
<p>Evidence:</p> <ul style="list-style-type: none"> - <i>Violence against Women & Girls Strategy, Strategic Group and Multi-Agency Risk Assessment Conference – established to identify, support and protect people at risk of domestic abuse, sexual violence, FGM, honour based violence and forced marriage, sexual exploitation and prostitution.</i> - <i>Equality Impact Assessment for the Violence Against Women & Girls Strategy and Commissioned Services</i> 	
<p>Sources used:</p> <ul style="list-style-type: none"> - <i>Havering Community Safety Partnership Strategic Assessment</i> - <i>Metropolitan Police Crime Recording Information System (CRIS)</i> - <i>Violence against women and girls strategic problem profile</i> 	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
Please tick (✓) the relevant box:	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <p>This protected characteristic has been identified as at higher risk of domestic abuse. Previous research has identified that as much as 30% of domestic abuse begins during pregnancy, therefore requiring capacity within maternity and pre-natal services to identify risks and refer appropriately to relevant support services.</p>	
<p>Evidence:</p> <ul style="list-style-type: none"> - <i>Violence against Women & Girls Strategy, Strategic Group and Multi-Agency Risk Assessment Conference – established to identify, support and protect people at risk of domestic abuse, sexual violence, FGM, honour based violence and forced marriage, sexual exploitation and prostitution.</i> - <i>Equality Impact Assessment for the Violence Against Women & Girls Strategy and Commissioned Services</i> - <i>Domestic Abuse Policy for BHRUT and Havering CCG</i> - <i>Independent Domestic Abuse Advisor within Queens hospital</i> - <i>Domestic Abuse training and DV Champions within pre-and post- natal staff, health visitors etc</i> 	

Sources used:

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

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

<i>Please tick (✓) the relevant box:</i>		<p>Overall impact:</p> <p>Some categories of crime may disproportionately impact on people of different socio-economic status. For example:</p> <ul style="list-style-type: none"> • Households with higher disposable income and means to purchase desirable items targeted by offenders are more likely to become victims of household burglary. They may subsequently improve their home security. Households in lower income thresholds are less likely to afford more sophisticated home security measures to protect themselves. • Whilst all people can be affected by domestic abuse, reporting rates are disproportionately higher for low income thresholds, as are disclosure rates from victimisation surveys (Crime Survey for England and Wales). • Robbery victims are more likely to be from middle and higher income backgrounds, whereas robbery offenders are disproportionately from lower income backgrounds, specifically targeting those they perceived to be better off. • Rates of violence generally disproportionately impact on those residing in the most multiply deprived areas. <p>The rate of reported and recorded crime affecting those from low income households may be heightened due to the inability to protect themselves (i.e. do not have finances available for appropriate insurance; investing in security; covering the loss of stolen items and repairs; and the subsequent burden this may place on already stretched incomes).</p>
Positive		
Neutral	✓	
Negative		

Evidence:

Services provided by Havering Community Safety Partnership are inclusive to all socio-economic groups.

Sources used:

- *Crime Survey for England and Wales*
- *Youth Justice Board: Young People and Street Crime*
- *Strategic Assessment*
- *Metropolitan Police Crime Recording Incident System (CRIS)*

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
Disability	<p>Information that would be useful for strategic analysis and service provision remains underdeveloped in respect of disability.</p> <p>Qualitative research shows that those with disabilities are more likely to be targeted for hate crime, financial and sexual abuse and exploitation (i.e. labour).</p>	<p>Identify and engage with disability groups within Havering.</p> <p>Gauge collective experiences of victimisation, access to services and satisfaction with services.</p> <p>Gauge opinions and insight that can be used to improve access and services for this protected group.</p>	<p>Increased reporting of victimisation.</p> <p>Improved access to available services.</p>	September 2017	Equalities Officer
Religion / Faith	<p>Information that could be useful for strategic analysis and service provision is currently underdeveloped and underreported in Havering. Qualitative research identifies that individuals with particular religious beliefs are more likely to be victims of hate incidents and hate crime.</p> <p>The changing dimension of</p>	<p>Identify and engage with religious / faith groups within Havering.</p> <p>Gauge collective experiences of victimisation, access to services and satisfaction with services.</p> <p>Gauge opinions and insight that can be used to improve access</p>	<p>Increased reporting of victimisation.</p> <p>Improved access to available services.</p>	September 2017	Equalities Officer

	<p>faith which may result from a growing BME community in Havering may require in the future specialist services should it be mirrored by a growth in the volume and prevalence of hate crime. There are clear gaps in data and reporting that need to be addressed and the partnership will be taking steps to engage with people from all religious groups and those with no religious belief to address those gaps.</p>	<p>and services for this protected group.</p>			
Gender Reassignment	<p>Information that could be useful for strategic analysis and service provision is currently underdeveloped in Havering. Nationally this protected characteristic is less likely to report victimisation, including hate incidents or hate crimes.</p>	<p>Identify and engage with individuals who have undergone gender reassignment within Havering.</p> <p>Gauge collective experiences of victimisation, access to services and satisfaction with services.</p> <p>Gauge opinions and insight that can be used to improve access and services for this protected group.</p>	<p>Increased reporting of victimisation.</p> <p>Improved access to available services.</p>	September 2017	Equalities Officer
All protected characteristics	<p>This EIA is an overview level assessment for the HCSP Partnership Plan. Specific areas of work and funding of</p>	<p>Violence Against Women & Girls and Domestic Abuse services to have overarching EIA.</p>	<p>Equality needs are identified and addressed for each respective specialist area.</p>	October 2017	DV/VAWG Officer IOM

	commissioned projects will require bespoke EIAs to be completed.	Serious Group Violence Strategy and commissioned services / risk panels to have overarching EIA. Reducing Reoffending Board and associated operational groups to have overarching EIA. MOPAC funded projects to have EIAs.			Caseworker Equalities Officer
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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

To be reviewed during the annual refresh of the Havering Community Safety Partnership Plan, and revised at the end of the strategy period (March 2020).



CABINET

Subject Heading:

**2018/19 Local Implementation Plan
Annual Spending Submission – funding
for transport programmes and projects
in Havering**

Cabinet Member:

Councillor Osman Dervish – Lead Member
for Environment and Community Safety.

SLT Lead:

Steve Moore – Director of
Neighbourhoods

Report Author and contact details:

Daniel Douglas
Transport Planning Team Leader
Development and Transport Planning
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Policy context:

Havering Corporate Vision – *Making a
Greater London*
Havering Corporate Plan 2017-2018
London Plan Consolidated with Alterations
since 2011 (2015)
London Mayor’s Transport Strategy (2010)
Havering Local Development Framework
(2008)
Havering Local Implementation Plan
(2012)
A City for all Londoners (2016)

Financial summary:

This report seeks Members’ approval to
the principles of Havering’s 2018/19 LIP
Submission to Transport for London

Is this a Key Decision?

Yes

When should this matter be reviewed? **January 2018**

Reviewing OSC: **Environment**

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

Communities making Havering	[x]
Places making Havering	[x]
Opportunities making Havering	[x]
Connections making Havering	[x]

SUMMARY

The Council makes an annual Local Implementation Plan (LIP) Spending Submission to Transport for London (TfL) for funding transportation initiatives. It is the major source of funding for transport projects and programmes for the Council.

The Submission must be consistent with other strategy documents of the London Mayor and the Council.

There will be considerable scope for the Council to ensure that its LIP Submission for 2018/19 is consistent with, and helps to deliver, its recently adopted Havering - Making a Greater London 'Vision.'

This report recommends that Cabinet approval of the detailed and full LIP Submission is delegated to the Lead Member for Environment and Community Safety prior to it being submitted to TfL.

TfL's guidance to boroughs on preparing the 2018/19 submission was published in June. A copy of this guidance has been placed in the Members' Resource Room.

TfL has told the Council that it has been awarded an indicative amount of £2,682,000 LIP funding for the 2018/19 financial year. Later this year, Havering must tell TfL how it plans to spend this, taking into account TfL's latest LIP guidance.

Members will have the opportunity to comment on the schemes in the draft Submission before it is considered by the Lead Member.

This report concerns the processes and requirements for preparing the 2018/19 LIP Submission rather than the detailed content of the proposals.

This report confirms that, as previously, the Council will continue to explore additional opportunities for funding transport programmes/policies to supplement those from the LIP allocation such as other TfL funding streams, other external funding sources and contributions from development proposals.

RECOMMENDATIONS

That Cabinet:

1. delegates authority to the Cabinet Member for Environment and Community Safety, approval of Havering's full final LIP Funding Submission for 2018/19 to TfL.
2. approve that the Council evaluate, consider and submit further opportunities for investment in transportation initiatives that are available from TfL including potential Liveable Neighbourhoods applications, which sit outside the LIP Annual Spending Submission process.
3. delegates authority to the Cabinet Member for Environment and Community Safety, approval of the submission of such further transport infrastructure funding initiatives.

REPORT DETAIL

Background

4. Funding from Transport for London (TfL) under the 'umbrella' of the Local Implementation Plan (LIP) remains the major source of capital monies for transport schemes and projects in Havering.
5. Each year the Council submits a funding submission (bid) to TfL for funding for the following financial year. The Council has previously also allocated significant funds from its own resources towards highway improvement works for footways, road resurfacing, street lighting and environmental improvements consistent with its corporate objectives.

Taking Havering's LIP Submission forward in 2018/19

6. The forthcoming General Election and the associated 'Purdah' restrictions initially delayed TfL publishing the individual indicative borough funding allocations and its guidance setting out the criteria against which boroughs will be expected to submit their proposed LIP funding programmes.

7. Preparation of this report began ahead of TfL publishing its guidance on how boroughs must prepare their 2018/19 Annual Spending Submissions. The guidance was published in early June. The guidance will be taken into account as the detailed Submission is 'worked up' over summer.
8. Boroughs no longer have to ensure that their LIP Submission reflects their adopted LIP Three Year Delivery Plan because the timeframe for these has ended and TfL has not required their replacement.
9. Members will be aware that the Council works very closely with TfL to ensure that a high level of spend is achieved with all TfL funding. In recent years, the level of spend achieved across the Havering LIP programme has been higher than the Council's Corporate target. This high level of performance has resulted in Havering benefitting from unexpected ad hoc payments for further LIP schemes from TfL.

Requirements for the funding submission for 2018/19

10. Boroughs will have to align their 2018/19 LIP submissions with:

- **'A City for All Londoners' (2016)**

The Mayor's new Vision for London titled: *A City for all Londoners* explains his direction of travel for his Mayoral term. All other Mayoral Strategies (including the London Plan, Economic Development, Environmental, Transport and Accessibility Plan) will be revised following the publication of *A City for All Londoners* to ensure its principles are embedded within them. It sets out the challenges and opportunities across various policy areas including accommodating growth, housing, the economy and transport and how the Mayor wants to address these.

- **'Healthy Streets' Agenda (2017)**

In February 2017, the Mayor launched his 'Healthy Streets for London' Vision. It sets out his long term vision to encourage more Londoners to walk and cycle and use public transport more and to make London's streets healthier, safer and more welcoming. It will see increasing physical activity placed at the centre of a wide range of Mayoral policies. Boroughs will be expected to align their LIP submissions with the Mayor's new 'Healthy Streets' agenda.

- **Draft Mayor's Transport Strategy**

At the time of preparing this report, the Draft Mayor's Transport Strategy (MTS) is expected to be published in June after the General Election with consultation taking place over the summer. The final MTS is expected to be published by the end of 2018/early 2019. It will be a strategic document

setting key aims and objectives for London over the next 25 years. It is expected that the new MTS will focus on three core mayoral priorities:

- Delivering a good public transport experience,
- Healthy Streets and Healthy People, and
- new homes and jobs.

These emerging priorities are a feature of the 2018/19 LIP Guidance.

11. In addition to the Mayoral priorities set out above, the 2018/19 submission should also take into account the Council's own priorities and objectives in our Local Implementation Plan (LIP) and other strategies such as the new Making a Greater London Vision
12. TfL notified the Council of its indicative LIP funding award for 2018/19 in June 2017. Havering's indicative LIP funding allocation for 2018/19 is **£2,682,000**. This allocation however is subject to revision as part of TfL's business planning round and the formal allocation of the 2018/19 budget. The indicative allocation for 2018/19 is broken down as follows:

- **Corridors and Neighbourhoods (£2,247m)**

Comprehensive ('holistic') schemes and local area improvements including schemes to tackle congestion by smoothing traffic flows, measures to assist freight, contribute to regeneration, deliver environmental improvements, improve safety as well as projects involving spaces used by several users, Controlled Parking Zones, 20 mph zones, cycling, walking, bus priority and bus stop accessibility. It also covers 'Smarter Travel' schemes such as school and workplace travel plans, choices around how people travel, travel awareness initiatives, road safety education, training and publicity schemes.

- **Principal Road Maintenance (£435k)**

Focuses on highway surface improvements to Havering's Principal Road Network (PRN) based on condition surveys to determine how much of the Principal Road Network needs structural maintenance.

13. In previous years a Local Transport Funding pot to the value of £100k has been available to spend on projects of the Council's choice that support the delivery of the Mayor's Transport Strategy. As a result of pressures on TfL's borough budgets, this funding pot is no longer available.
14. As in previous financial years, officers expect that the Council will, subject to TfL's agreement, still have a degree of modest flexibility (i.e. making changes to the approved list of schemes). This is potentially helpful if Member priorities

change or other circumstances arise which warrant the programme being reviewed.

15. It is currently anticipated that boroughs planning bids for 'Liveable Neighbourhoods' funding (formerly called Major Schemes) which is done outside the normal LIP process will need to include outline details of these within their 2018/19 spending submission. 'Liveable Neighbourhoods' funding will be by means of a competitive bidding process. Boroughs are also expected to need to submit funding bids for Bridge Strengthening measures.
16. Havering's submission must also have regard to its Network Management Duty under the Traffic Management Act 2004 to manage the borough road network to secure expeditious movement of traffic, including pedestrians. This factor will be important in the light of the Council's increasing concern to improve air quality in Havering.
17. Officers consider that as well as meeting TfL / Mayoral requirements, the 2018/19 LIP Programme will have considerable potential to :
 - assist the Council in the delivery of projects and programmes to deliver Havering's Corporate Vision – *Making a Greater London* including the key strategic transport interventions that the Council is seeking to promote
 - assist in ensuring that Havering is 'open for business' and has a strong and vibrant economy by tackling such issues as congestion, and the ease and convenience with which people, goods and services can get around Havering
 - help ensure that the borough's roads and pavements are in as good a condition as possible subject to resources and the relative priority for their maintenance
 - maximise value for money and ensuring the best outcomes for the borough by linking schemes (where feasible) to projects involving the investment of the Council's own capital budgets
 - support other initiatives and funding secured through complementary funding 'pots' (see below – paragraphs 21,22,23)
 - respond to the views of the community
 - Promote Healthy Living across the borough by encouraging people to make active travel choices
 - Improve safety for users of the public highway
18. The detailed content of the full submission including the elements for Principal Road Maintenance, Bridge Strengthening and any Liveable Neighbourhoods will be prepared following approval of this Cabinet Report. As previously, it is recommended that approval of this be delegated to the Lead Member for Environment and Community Safety. There will be scope for Members to comment on the draft Submission before it is considered by the Lead Member.

19. It should be noted that Transport for London are currently going through another round of business planning in an effort to identify financial savings. It is uncertain at this stage what impact if any, this will have on future LIP funding arrangements.
20. TfL are likely to confirm the Council's final allocations for the Corridors Neighbourhoods and Supporting Measures, Principal Road Maintenance, and Liveable Neighbourhoods programme areas before the end of 2017.

What additional funding opportunities may be available for transport projects and programmes

21. The 'Liveable Neighbourhoods' funding category is applicable to projects such as Town Centres, Streetscape and station accessibility improvements including "shared space" projects and public realm enhancements. Schemes are expected to deliver programmes of measures that support the Mayor's *Healthy Streets* agenda and are more than £1 million in value. TfL are currently in the process of developing guidance for this new funding category which will replace the Major Schemes initiative. Officers will examine TfL's 2018/19 guidance to ensure that future transportation projects covering these and other regeneration areas in the Borough are channelled through the mechanism most likely to maximise the total overall TfL funding to Havering to deliver them.
22. Havering regularly bids for and receives "in year" funding from other funding "streams" that are launched by TfL and the Mayor and other agencies. This year Havering's 'in year' funding allocations include receiving £600K for progressing the detailed design of the Beam Parkway Major Scheme project, £780K Crossrail Complimentary Measures around Romford, Gidea Park, and Harold Wood Stations, and £38K for bus improvement measures. Officers will continue to work closely with TfL to ensure that when such funding opportunities become available that they are optimised and they are spent in the most beneficial ways for Havering.
23. Other possible funding streams such as Section 106 contributions, European initiatives and DfT/CLG funding opportunities will also be pursued as appropriate by officers. This is in line with TfL's requirement that Boroughs should not rely exclusively for their funding on TfL and should develop alternative complementary funding sources accordingly.
24. It is recommended that approval of the final detailed LIP Submission to TfL be subsequently, delegated to the Lead Member for Environment and Community Safety.

REASONS AND OPTIONS

Reasons for the decision:

25. The LIP Funding Submission is a statutory requirement submitted annually to TfL in order to secure funding for a range of initiatives in the Borough with a focus on transport and also encompassing public realm, safety and the environment.
26. Without the LIP funding, it is extremely unlikely that the Council would have the resources to take these forward.

Other options considered:

27. There are no alternatives if the Council wishes TfL to confirm its LIP funding award to Havering for 2018/19.

IMPLICATIONS AND RISKS

Financial implications and risks:

28. The Council has been given an indicative funding allocation from Transport for London (TfL) of £2.682m for the 2018/19 Financial Year. £2.247m has been allocated for Corridors, Neighbourhoods and Supporting Measures and £435k has been allocated for Principal Road Maintenance. These figures however are subject to revision as part of TfL's 2017 business planning round and the formal allocation of the 2018/19 budget. No Local Transport Funding is available for 2018/19 due to pressures on TfL's borough budgets.
29. The funding that the Council will obtain from TfL through the LIP Submission for 2018/19 will be the main source of capital funding for transportation projects and initiatives in the Borough.
30. Every appropriate opportunity will continue to be taken to secure funding from other sources and programme areas, including Developer contributions, to supplement this in line with TfL's requirement that boroughs should reduce their dependency on TfL funding. The need to minimise as far as practicable

ongoing maintenance costs will be taken into account in all schemes that are awarded funding. New schemes have the potential to reduce or increase maintenance requirements, but this net effect will need to be contained within existing budgets.

31. The Council Capital Programme has in recent years included funding to support capital investment in highway maintenance and improvement schemes. As far as possible, within the constraints of the TfL LIP guidance and funding allocations, every opportunity will be taken to make use of the LIP funding in a way which safeguards the Council's own scarce capital resources.

Legal implications and risks:

32. It is a statutory requirement for London local authorities to ensure the implementation of a transport strategy that is in alignment with the Mayor of London's Transport Strategy (MTS). Section 145 of the Greater London Authority Act (1999) requires all London borough councils to develop Local Implementation Plans setting out how they intend to implement the Mayor of London's Transport Strategy. Councils are then required to implement such transport strategy proposals that are included within their Local Implementation Plan. The funding proposal included within the report is aligned to the Havering Local Implementation Plan and accordingly includes projects such as streetscape, accessibility requirements and public realm. It is intended the allocation of funding from TfL goes towards assisting the Council to meet this legal obligation.
33. Under sections 147 and 153 of the Greater London Authority Act 1999 the Mayor of London has the power to issue directions to any London Borough Council as to the manner in which it is to implement the Local Implementation Plan (transport strategy). If the Mayor of London considers that a Council has failed or is likely to fail to implement the proposals, the Mayor of London may exercise on behalf of the Council the powers that the Council has in connection with implementing the proposals and recover from the Council as a civil debt any reasonable expenses which he has incurred by exercising these powers.
34. The Traffic Management Act 2004 was introduced by central government to tackle congestion and disruption to the road network. The Act places a duty on local authorities to ensure traffic moves freely and quickly on their roads. The statutory duty mentioned in Paragraph 13 is correct and consideration to that duty must be given. It is intended the allocation of funding from TfL goes towards assisting the Council to meet this legal obligation.
35. There are no other specific legal implications or risks that arise directly from the request within this report. Although further legal resources will need to be committed to bring into effect the measures for which funding is eventually sought.

Human Resources implications and risks:

36. Once schemes are selected a subsequent review will take place to consider the impact on existing resources and/or any subsequent or associated cost.

Equalities implications and risks:

37. An important factor in drawing up the funding Submission will be to improve the ease, convenience and safety of everyone in the Borough who needs to move around in the course of their day to day living and business.
38. Havering's proposal for the 2018/19 LIP Programme should include schemes that will have a positive impact on accessibility, safety and inclusion of a number of protected groups, including disabled people, women and people from different age groups. In addition to this, they should help tackle social exclusion and health inequalities by improving access to sustainable transportation modes such as cycling, walking and public transport.
39. When the Council decides which schemes to include within the finalised LIP submission for 2018/19, it will need to ensure that it complies with the Public Sector Equality Duty. An overarching Equalities Impact Assessment of the proposed programme in respect of the protected equality characteristics will be completed. A decision will be made on carrying out additional individual impact assessments for each project, where deemed appropriate.

BACKGROUND PAPERS

None

CABINET

5 JULY 2017

Subject Heading:

Annual Corporate Performance Report (2016/17)

Cabinet Member:

Councillor Clarence Barrett

SLT Lead:

Sarah Homer, Interim Chief Operating Officer

Report Author and contact details:

Pippa Brent-Isherwood, Assistant Director of Policy, Performance and Community
phillipa.brent-isherwood@havering.gov.uk
01708 431950

Policy context:

The report sets out annual performance against each of the strategic goals for 2016/17 (Clean, Safe and Proud)¹

Financial summary:

The Levy Waste Tonnage performance indicator (PI 4) has financial implications in that, as levy costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027.

There are no other 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

¹ Please note the Annual Corporate Performance Report refers to the 2016/17 Strategic Goals as it represents performance up until the end of March 2017. The new Corporate Plan was agreed by Cabinet in May 2017.

Cabinet 5 July 2017

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, with an annual report brought at the end of Quarter 4.

Reviewing OSC:

Six overview and scrutiny sub-committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, and Towns and Communities). The Overview and Scrutiny Board reviews performance at the end of Quarters 2 and 4.

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

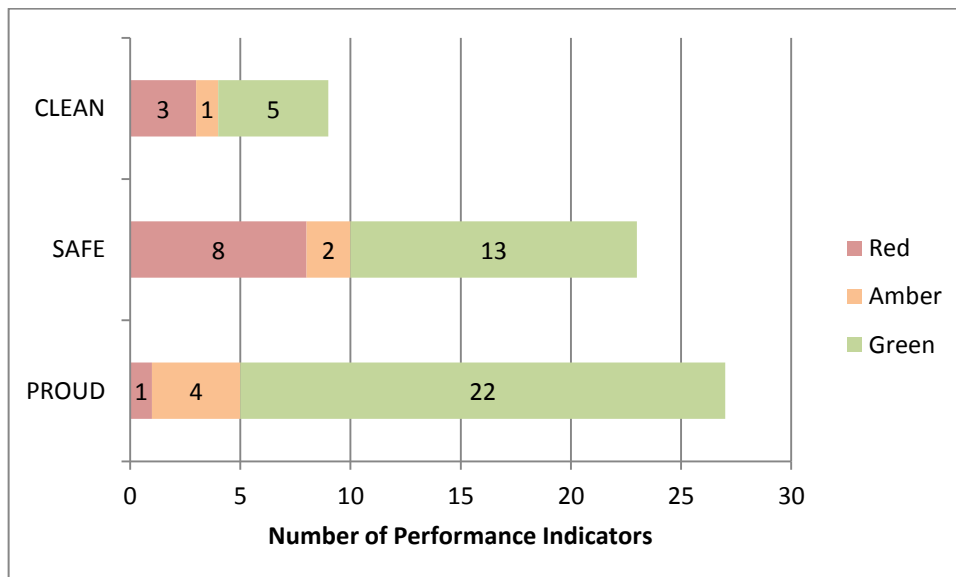
SUMMARY

1. The Corporate Performance Report provides an overview of the Council's performance against each of the strategic goals for 2016/17 (Clean, Safe and Proud). The report highlights areas of strong performance and potential areas for improvement.
2. The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for the 2016/17 reports were as follows:
 - **Red** = more than the '**target tolerance**' off the annual target and where performance is *not improving*
 - **Amber** = more than the '**target tolerance**' off the annual target and where performance has *improved or been maintained*.
 - **Green** = on or within the '**target tolerance**' of the annual target
3. Where performance is more than the '**target tolerance**' off the annual 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 3 2016/17)

Cabinet 5 July 2017

- Long-term performance – with the same time the previous year (Annual outturn 2015/16)
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.
 6. In total, 60 Corporate Performance Indicators have been included in the Annual 2016/17 report. Of these, 35 (58%) are either statutory or reported to the Mayor's Office for Policing and Crime (MOPAC) and 25 (42%) are local performance indicators. Of the 60 indicators, 59 have been given a RAG status.
 7. Please note that, at the time of writing, some of the figures relating to Children's Services were still being verified as part of the statutory returns process. It is not anticipated that there will be much, if any change, to these outturns however they have been marked as provisional at this stage for that reason.

Annual RAG Summary



8. In summary, of those PIs with a RAG rating:
 - **40** (68%) have a RAG status of **Green**.
 - **19** (32%) have a RAG status of **Red** or **Amber**.

This is a decrease on the position at the end of Quarter 3, when 73% of indicators were RAG rated Green and 27% were Red or Amber.

An outturn is not available for the Corporate Performance Indicator "Percentage of children and families reporting that Early Help services made an improvement to assessed needs" as the methodology for measuring the progress made by children and families known to Children's Services is changing. The current survey methodology is to be replaced with the Outcomes Star, a tool that practitioners across the service are currently embedding which tracks the client's progress before, during and after an intervention.

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

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(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.

Reporting Performance for 2017/18

9. On 10th May Cabinet approved the new Corporate Plan for 2017/18 which included a list of new Corporate Performance Indicators. As many of these new Corporate PIs do not neatly fall into the remit of one of the Overview and Scrutiny Sub-Committees it has been agreed that, from Quarter 2 of 2017/18, performance against the Corporate Performance Indicators will only be reported to the Cabinet on a quarterly basis, with the reports being made available simultaneously to all Members of the Overview and Scrutiny Board and Sub-Committees. The Chairs of the Overview and Scrutiny Sub-Committees will still be able to request reports on performance against particular indicators as required and will still be able to commission more detailed analysis / investigation of areas within their remits that they may consider warrant further consideration.
10. In addition, the Overview and Scrutiny Sub-committees have been requested by the Overview and Scrutiny Board to suggest no more than three indicators that they would like reported on a quarterly basis relevant to the remit of their committee. These will be communicated to officers during the June Committee meetings, and will be reported to the respective Overview and Scrutiny Committees and the Overview and Scrutiny Board quarterly thereafter.
11. In keeping with the Council's renewed focus on transparency, it was also agreed at Cabinet on 12th April to remove target tolerances from the corporate performance reports from Quarter 2 2017/18 onwards. Performance against each of the agreed corporate performance indicators will therefore be reported simply as either on target (or better) or outside of target.
12. Members are asked to note that the new arrangements will be in place from Quarter 2 2017/18 onwards to account for the fact that the new Corporate Plan was not approved by Cabinet until May, and the Council's Service Plans for 2017/18 also do not go live until Quarter 2. The existing performance indicator set will continue to be reported for Quarter 1 2017/18.

RECOMMENDATIONS

That the Cabinet:

1. **Reviews** the performance set out in **Appendix 1** and the corrective action that is being taken.
2. **Notes** the content of the Demand Pressures Dashboard attached as **Appendix 2**.

REPORT DETAIL

HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT

1. The Council's progress in making Havering a clean borough has been mixed, with performance against 56% (5 of 9) indicators meeting target or being within target tolerance.

1.1 Highlights:

- (PI 2) 11 of the Council's parks and open spaces now have Green Flag status following the annual inspection by environmental charity Keep Britain Tidy. This is an improvement on last year's figure of 9. The new parks with Green Flag status are Central Park and Rise Park.
- (PI 3) The number of volunteers active as Friends of Parks (188) has risen by 8% compared to the annual outturn for 2015/16 (174).
- (PI 8) The annual target of 256 for the number of volunteers participating in community clean ups was exceeded by Quarter 3. The final year outturn is 472 volunteers that participated in 58 community clean-ups. In Quarter 4 alone there were 14 community clean ups in which 102 volunteers took part.
- (PI 9) The percentage of planning appeals allowed against refusal of planning permission was below target (where smaller is better), and better than this time last year.

1.2 Improvements required:

- (PI 1) The average number of days taken to remove fly tips was above target (where smaller is better). Administrative data quality issues were found to be responsible for reported poor performance in the first half of the year. By Quarter 4, many of these issues had been resolved and performance was below the 1 day target at year end. The introduction of "in cab" technology in 2017/18 will improve data management and should help to improve response times.
- (PI 4) The levy waste tonnage is above the annual target (where smaller is better) and this will have financial implications for the Council. There are ongoing campaigns, events and initiatives to reduce waste tonnages such as the "Love Food, Hate Waste" Cookery Workshops, Restart Parties and the launch of the online free Composting Doctor Service as well as the Green Points scheme.
- (PI 5 and PI 6) The percentage of major applications processed within 13 weeks and the percentage of minor applications processed in 8 weeks are below target (where bigger is better). Often major applications require legal agreements to be put in place and this can take the application over the timescale. Various measures are being taken to improve performance, including increased promotion of Planning Performance Agreements for significant major schemes, quick turn-round of the validation process when an application is received, prompt neighbour notification and officer visits / reports and committee target dates being better timed to optimise our ability to keep major applications in time. Separately, proposals are still progressing to outsource the initial part of planning application process. These proposals have the potential to improve overall performance.

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

2. The Council's performance in ensuring Havering is a safe borough has been similarly mixed, with performance against 57% (13 of 23) indicators meeting target or being within target tolerance.

2.1 Highlights:

- (PI 25) The successful completion of drug treatment (opiates and non-opiates) was above target (where bigger is better). A new provider (WDP Havering) was commissioned at the end of Quarter 3 2015/16 and, at the request of the Council, undertook a remedial action plan until performance met the annual target of 50%. The final year end figure was 52.3%
- (PI 27) The percentage of adults with learning disabilities who live in their own home or with their family was above target (where bigger is better) with 335 service users with a learning disability confirmed as being in settled accommodation. This is an improvement on both the 2015/16 annual outturn and the Quarter 3 outturn.
- (PI 31 and PI 32) The percentage of carers using social care who are receiving self directed support and those receiving direct payments, and the percentage of carers using social care who are receiving direct payments as a proportion of self directed support are both 100% (where bigger is better).
- (PI 33) The percentage of people using social care who receive self-directed support and those receiving direct payments was above target (where bigger is better). At the end of the year, 1,735 service users were in receipt of self-directed support.

2.2 Improvements required:

- (PI 10) The number of Total Notifiable Offences (TNOs) recorded in 2016/17 was 16,173, an increase of 6% from 15,252 in the previous year (where smaller is better). London wide there was an increase of 4.6%. The changes made in how police forces record and classify violent crimes have contributed to a 'manufactured' rise in violent crime figures nationally, but equally greater integrity in recording. However, the Office for National Statistics (ONS) is exploring measuring TNOs through a weighted severity score based on harm and risk in future, rather than counting each incident. More details on this are anticipated to be released this year.
- (PI 11) The total number of ASB reports in 2016/17 was 6,162, an increase of 25.6% from 4,906 reports in the previous year and 28.2% over target (where smaller is better). The largest contributor to the increase was multiple complaints regarding traveller communities occupying open spaces across the borough. To address this, the Tasking Enforcement Group (TEG) continues to be developed further to address location based and high volume hotspots of anti-social behaviour, using multi-agency interventions. The ASB Panel and Community MARAC (Multi-Agency Risk Assessment Conference) continue to deal with repeat victims and complex cases which produce high volumes of calls, and work is ongoing regarding legislation to assist in preventing unauthorised traveller sites. In addition, the advent of the East Basic Command Unit has seen the introduction of a Partnership Hub which will target anti-social behaviour in the Borough

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- (PI 13) The percentage of looked after children (LAC) placements lasting at least 2 years is below target (where bigger is better) and is worse than last quarter and last year. As part of the DfE Innovation Programme we will work to recruit specialist foster carers who will care for 11-17 year olds with complex and disrupting behaviour patterns. These foster carers will receive heightened support and training to respond to the complex needs and reduce the number of placement changes for our looked after children.
- (PI 15) The rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) is above target (where smaller is better) with 700 new admissions into permanent placements. At the same stage last year there had been 594. The level of demand has mainly come from BHRUT, with the average age of people in residential and nursing care now at 86 years old. There continues to be pressure for placements in the borough and work within Adult Social Care continues to ensure that admissions are timely and appropriate and that all other community based services have been exhausted before long term placements are made.
- (PI 24) The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within two years ended the year at 14.5% against a target of 10%. This was higher than both the previous quarter and the same time last year (where lower is better). Although disappointing, higher numbers of repeat CP Plans were expected given the increase in the total number of Plans that the authority has experienced since 2015/16. The “Face to Face” programme currently running within Children’s Services is training practitioners to work with families in systemic ways and to provide families with the tools needed to sustain progress, in order to reduce recidivism and repeat child protection or care episodes. The new Families Together service also offers families and young people intensive support when they step down from statutory services or are at risk of becoming subject to child protection or care proceedings. Over the coming year, we expect this to have a positive impact on the number of children and families subject to repeat interventions.
- (PI 30) The take-up of direct payments as a percentage of self-directed support for adult social care service users is below target (where bigger is better) and worse than last year. There were 680 service users receiving a direct payment at year end. In line with the national picture, the service continues to face challenges in increasing the take up of direct payments by older people. Adult Social Care Commissioning Services are leading on a number of initiatives to increase the take up of direct payments including the introduction of a payment card and the development of the Personal Assistant market.

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING

3. The Council’s performance in ensuring Havering’s residents are proud to live in the borough has been positive, with performance against 81% (21 of 26) indicators meeting target or being within target tolerance.

3.1 Highlights:

- (PI 38) As at the end of the financial year, there were 8,784 homes which met the decent homes standard within the HRA stock (99.2%) and only 70 properties classed as being of a non-decent standard.

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- (PI 40) The number of businesses accessing advice through regeneration initiatives was above target and better than the annual outturn last year. Increased engagement has taken place via the Business Awards, Business Network and targeted business support activities. Additional work has also been completed through relocation enquiries at London Riverside Housing Zone, Angel Way and Bridge Close from CPO consultation.
- (PI 43) The percentage of young people leaving care who are in education, employment or training at ages 18 to 21 (80 young people out of 119) was above target and better than the annual outturn last year (where bigger is better). Prospects is commissioned to work with schools to identify those at risk of not participating and provide early intervention to reduce the NEET levels locally. Care leavers are specifically targeted for this support.
- (PI 44) The percentage of Early Years providers judged to be Good or Outstanding by Ofsted was above target and better than the previous year (where bigger is better).
- (PI 47) The number of volunteers assisting in the running of Library Services continued to grow and, at year end, there were 452 individuals volunteering.
- (PI 57) The percentage of Member / MP Enquiries completed within 15 days was above target (where bigger is better) and had improved compared to the previous year.

3.2 Improvements required:

- (PI 34) The number of new housing units under construction for Mercury Land Holdings Limited was below target at year end (where bigger is better). 65 units are under construction for Mercury Land Holdings, located at the Oldchurch Hospital Site in Romford. At the beginning of the year, an additional 44 units were planned to start construction during Quarter 4 at 75 North Street in Hornchurch. However due to a delay in obtaining planning permission, these units will now start construction in 2017/18.
- (PI 41) The average void to re-let time was above target (where smaller is better) and also exceeded the annual outturn for last year. During 2016/17 Housing services started the stock regeneration programme. This had an effect on the void re-let times as properties were ring-fenced for decanting tenants requiring support to move. The average void to re-let time with the regeneration properties excluded is 13.4 days, which is below target.
- (PI 51) The number of online transactions as a percentage of all transactions was below target (where bigger is better) at year end. An increase was anticipated in March because of the annual Green Waste renewals. However a decision was taken to provide the renewals service via telephone in addition to online. Therefore renewal online wasn't as high as previously expected. With the new website and further website/online improvements planned for 2017/18, we are anticipating that online usage will continue to increase over the next year as customers opt to use our website as their preferred choice of contact.
- (PI 52) The average sickness absence rate across the council was 9.7 FTE days per employee. This represents a decrease of 0.75 FTE days compared to the previous year. However it remains worse than the target. Managers continue to support their staff at all stages of the sickness procedure and make timely referrals to Occupational Health. The 24/7 absence line pilot scheme in Environment and Catering Services continues to be successful in reducing sickness levels and the pilot will be extended to other service areas with high sickness levels.

4. 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 for 2016/17 (Clean, Safe and Proud).

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

The Levy Waste Tonnage performance indicator (PI 4) has financial implications in that, as levy costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027.

There are no other direct financial implications arising from this report however, 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.

Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams.

Robust ongoing monitoring is undertaken as part the established financial and service management processes.

Human Resources implications and risks:

The OneSource 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 made available to support managers in this regard.

Resilience Training is being made available to managers and staff by the OneSource Health and 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).

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Legal implications and risks:

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:

The following Corporate Performance Indicators 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:

- (PI 10) Total notifiable offences (TNOs)
- (PI 11) Number of antisocial behaviour (ASB) incidents
- (PI 12) Percentage of care proceedings under 26 weeks
- (PI 13) Percentage of looked after children (LAC) placements lasting at least 2 years
- (PI 14) Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- (PI 15) Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)
- (PI 16) Number of new in-house foster carers
- (PI 17) Total number of in-house foster carers
- (PI 24) Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years
- (PI 30) Direct payments as a percentage of self-directed support for service users
- (PI 41) Average void to re-let times
- (PI 52) Sickness absence rate per annum per employee

The commentary for each indicator provides further detail on steps that will be taken to improve performance and mitigate any potential inequalities.

BACKGROUND PAPERS

None

RAG Rating	Direction of Travel (DOT)		Description
Green	On or within the 'tolerance' of the annual target	↑	<p>Short Term: Performance is better than the previous quarter</p> <p>Long Term: Performance is better than at the same point last year</p>
Amber	More than the 'tolerance' off the annual target but where performance has improved or been maintained.	→	<p>Short Term: Performance is the same as the previous quarter</p> <p>Long Term: Performance is the same as at the same point last year</p>
Red	More than the 'tolerance' off the annual target and where performance is worsening	↓	<p>Short Term: Performance is worse than the previous quarter</p> <p>Long Term: Performance is worse than at the same point last year</p>

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community												
1	Avg. number of days taken to remove fly tips (C)	Smaller is Better	1 day	±10%	1.3 days RED	↓	1.1 days	–	NEW	<p>Administrative data quality issues were found to be responsible for reported poor performance in the first half of the year. These were resolved and during the last quarter of 2016/17, fly tips reported through CRM have been removed within the target of 1 working day.</p> <p>Corrective Action: The introduction of “in cab” technology in April 2017 will improve data management and should help to improve response times.</p>	Environment <i>Local performance indicator</i>	Environment
2	The number of parks with Green Flag Status (Annual)	Bigger is Better	11	±1%	11 GREEN	–	N/A	↑	9	<p>This is an annual indicator but was included in the Q2 report as the annual Green Flag inspections were completed by environmental charity Keep Britain Tidy over the summer period. Havering was successful in gaining 11 Green Flags, an increase of 2 since last year. The parks with the new Green Flag status are Central Park and Rise Park. A Green Flag flying is a sign to the public that the space boasts the highest possible standards, is beautifully maintained and has excellent facilities.</p>	Environment <i>Local performance indicator</i>	Environment
3	Number of volunteers active as Friends of Parks (Annual)	Bigger is Better	191 (10% increase)	±10%	188 (8% increase) GREEN	–	N/A	↑	174	<p>This is an annual indicator. Although the annual outturn is just short of the target by 3 volunteers, performance is within the target tolerance for 2016/17.</p>	Environment <i>Local performance indicator</i>	Environment
CLEAN: Using our influence												
4	Levy Waste tonnage (C)	Smaller is Better	85,386 Tonnes	±0%	85,671 tonnes RED	↓	64,845 tonnes	↓	83,194 tonnes	<p>The final 2016/17 figure is above the annual target (where lower is better). Waste tonnages remain a high financial risk for the Council - reducing the amount of waste collected and sent to landfill is a high priority. Havering's population is projected to increase by 5% in the next 5 years. It is predicted that the cost to dispose of waste will increase by £0.5-1million a year.</p> <p>The ELWA 2017/18 levy has already been set at £14.925m for Havering. This is based on tonnages collected in 2015/16. It is also worth noting that Havering's levy contribution is influenced by the other ELWA Member Boroughs and how much they increase or decrease their waste by, so our tonnages only go some way to influencing our levy payments.</p> <p>Corrective Action: The waste service continues to deliver various schemes, events and initiatives to encourage re-use, recycling and waste minimisation such as Love Food Hate Waste workshops, composting workshops and the Green Points Scheme. The Communications Service continues to promote these projects and schemes.</p>	Environment <i>Reported to Department for Environment, Food and Rural Affairs (DEFRA)</i>	Environment

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee
5	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	±10%	30% (10 of 33) RED	→ 30% (8 of 27)	↓ 42% (15 of 36)	For the full year, out of a total of 33 applications, 19 had Extension of Time Agreements and 18 of these were decided within the agreed time frame. This would give a revised percentage of 100% if EoT applications were treated as in time for the purposes of this PI. Corrective action: Actions include increased promotion of Planning Performance Agreements for significant major schemes, a quick turn-round of the validation process when an application is received, prompt neighbour notifications, officer visit/report and committee target dates better timed to allow optimum ability to keep major applications in time without needing an EoT. Major applications often need a legal agreement which can take the application beyond the 13 week period.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
6	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	±10%	57% (237 of 418) AMBER	↑ 55% (181 of 329)	↑ 54% (188 of 351)	For the full year, out of a total of 418 applications, 135 had Extension of Time Agreements, with 127 of these decided within the agreed time frame. This would give a revised percentage of 87% if EoT applications were treated as in time for the purposes of this PI. Corrective action: Actions include increased promotion of Planning Performance Agreements for significant major schemes, a quick turn-round of the validation process when an application is received, prompt neighbour notifications, officer visit/report and committee target dates better timed to allow optimum ability to keep minor applications in time without needing an EoT. Separately, proposals are still progressing to outsource the initial part of the planning application process. These proposals have the potential to improve overall performance.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
7	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)(C)	Bigger is Better	80%	±10%	76% (1,495 of 1,958) GREEN	↓ 74% (1,132 of 1,524)	↓ 86% (1,454 of 1,692)	For the full year, out of a total of 1958 applications, 388 had Extension of Time Agreements, 375 of which were decided within the agreed time frame. This would give a revised percentage of 96% if EoT applications were treated as in time for the purposes of this PI. Proposals are still progressing to outsource the initial part of planning application process. These proposals have the potential to improve overall performance.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
8	Number of volunteers participating in community clean ups (C)	Bigger is Better	256	±10%	472 GREEN	↑ 370	↓ 686	The annual target of 256 for the number of volunteers participating in community clean ups was exceeded by Q3. The final year outturn is 472 volunteers that participated in 58 community clean-ups. In Q4 alone there were 14 community clean ups in which 102 volunteers took part. As part of the national 'Keep Britain Tidy - British Spring Clean' weekend campaign (3-6 March 2017), Havering hosted 4 community clean up events. These events took place at St. Andrew's Church and surrounding roads, New Windmill Hall, Berwick Glades within Hornchurch Country Park and Raphael's Park. Various other community groups conducted regular clean ups within different parks across the borough. The 2015/16 outturn is significantly higher than the 2016/17 outturn because of the 'Clean for the Queen' campaign that took place last year. This campaign alone saw 452 people volunteer.	Policy, Performance & Community Local performance indicator	Towns & Communities
9	Percentage of appeals allowed against refusal of planning permission (C)	Smaller is Better	35%	±10%	31% GREEN	↑ 32%	↑ 44%	Performance is better than target (as lower is better) and better than the same period last year.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee
10	Number of total notifiable offences (TNOs) (C)	Smaller is Better	Awaiting targets from MOPAC	±0%	16,173 RED	↓ 13,055	↓ 15,252	<p>The total number of TNOs recorded in 2016/17 was 16,173, an increase of 6% from 15,252 in the previous year. London wide there has been an increase of 4.6%.</p> <p>Corrective Action: The changes made in how police forces record and classify violent crimes has contributed to a 'manufactured' rise in violent crime figures nationally, but equally greater integrity in recording. The changes followed recommendations made by Her Majesty's Inspectorate of Constabularies (HMIC), which raised concerns about the level of crimes being reported to police which were not recorded officially as crimes. The ONS is exploring measuring TNOs through a weighted severity score, based on harm and risk, rather than counting each incident. More details on this are anticipated to be released later in 2017.</p>	Policy, Performance & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
11	Number of antisocial behaviour (ASB) incidents	Smaller is Better	4,808	±10%	6,162 RED	↓ 4,810	↓ 4,906	<p>The total number of ASB reports this financial year is 6,162, an increase of 25.6% from 4,906 reports in the previous year and 28.2% over target. Q4 saw an increase from Q3 of 1,352 incidents, similar to that increase from Q2 to Q3 (1,322 incidents). The largest contributor to the increase this year has been multiple complaints regarding traveller communities occupying open spaces across the borough. This highly visible activity generates significantly high call volumes.</p> <p>Corrective Action: The Tasking Enforcement Group continues to be developed further to address location based and high volume hotspots of anti-social behaviour, using multi-agency interventions. The ASB Panel and Community MARAC continue to deal with repeat victims and complex cases which produce high volumes of calls, including hate crime, mental health and personal ASB (i.e. neighbour nuisance, harassment and intimidation). Work is ongoing regarding legislation to assist in preventing unauthorised traveller sites.</p> <p>The advent of the East Basic Command Unit has seen the introduction of a Partnership Hub which will target anti-social behaviour in the Borough. Targeted activity is taking place to tackle drifting in the Rainham BID area and rough sleeping in Romford Town Centre. The Council is in the process of introducing a Public Space Protection Order in Romford Town Centre.</p>	Policy, Performance & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
12	Percentage of care proceedings under 26 weeks (C)	Bigger is Better	80%	±10%	48.9% RED (Provisional)	↓ 66.7%	- NEW	<p>This KPI is based on the number of children whose court cases complete each month and the percentage of these that were completed within 26 weeks. Unfortunately the outturn for this indicator has dropped for the second consecutive quarter during Quarter 4, to its lowest point this year. This was largely because, during March, nine children's cases (involving five families) completed, all of which exceeded the 26 weeks timescale.</p> <p>Corrective Action: Actions include reviewing the legal tracking procedure to identify any areas of improvement, working with the legal department to identify training needs and respond to them, reviewing the supervision policy and developing accountability of social workers so that when targets are missed there is a framework in place to act swiftly and rectify this.</p>	Children's Services Reported to Department for Education (DfE)	Children & Learning
13	Percentage of looked after children (LAC) placements lasting at least 2 years (S)	Bigger is Better	70%	±10%	59.4% RED (Provisional)	↓ 64.5%	↓ 70.6%	<p>The percentage of LAC placements lasting at least 2 years has dropped this quarter from 64.5% in Q3.</p> <p>Corrective Action: As part of the DfE Innovation Programme we will work to recruit specialist foster carers who will care for 11-17 year olds with complex and disrupting behaviour patterns. In most cases a placement breakdown is because the carers feel unable to cope with the demands of the child or young person or the LAC is not happy with the care and support offered to them. Through the innovation programme we will create a specialist foster care offer in conjunction with young people. These foster carers will receive heightened support and training to respond to the complex needs and reduce the number of placement changes for our LAC.</p>	Children's Services Reported to Department for Education (DfE)	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee
14	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family (C)	Bigger is Better	75%	±10%	47% RED (Provisional)	↓ 54%	↑ 33%	Of the 15 children who moved in with their adopting family during 2016/17, 7 waited less than 14 months from entering care. At 47% this is an improvement on 2015/16's outturn but still some way off the 75% target. Of the 8 children who will be placed with their adopting family at the start of Q1 of 2017/18 this has already improved slightly to 50%. Corrective Action: Actions include reviewing data that is tracked by the policy and performance team, formally reviewing the analysis of data in relation to children waiting for adoption/those with parallel plans and adopters waiting, and doing a deep dive audit and learning exercise from finalised adoption cases to identify issues which may be contributing to underperformance in relation to the percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.	Children's Services Reported to Department for Education (DfE)	Children & Learning
15	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) (C)	Smaller is better	598.1	±10%	700 (321 / 45,859) RED	↓ 538.6 (247/45,582)	↓ 598.1	In order to achieve the target, the Council needed to have fewer than 274 adults (aged over 65) in council-supported permanent admissions to residential and nursing care during 2016/17 (excluding transfers between residential and nursing care). By the end of the year, there had been 321, 146 of which were admitted via a hospital team and 175 of which were admitted via community teams. 201 were aged 85+, with the average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care being 86. Corrective Action: Work within the service continues to ensure that admissions are timely and appropriate and that all other community based services have been exhausted before long term placements are made.	Adult Social Care Reported to Department of Health (DH)	Individuals
16	Number of new in-house foster carers (C)	Bigger is Better	20	±10%	12 AMBER (Provisional)	↑ 4	↓ 19	During Q4 there were 8 new foster carer approvals. As anticipated in Q3, the full year target of 20 has not been achieved but the Fostering team already has several potential new carers booked to go to Fostering Panel during Q1 for approval so performance should improve in 2017/18.	Children's Services Local performance indicator	Children & Learning
17	Total number of in-house foster carers (S)	Bigger is Better	90	±10%	77 AMBER (Provisional)	↑ 74	– NEW	There has been 4% improvement compared to Q3 with three additional in house carers being registered. Although this is some way off the target of 90, numbers have been steadily increasing over the past three quarters.	Children's Services Local performance indicator	Children & Learning
18	Percentage of looked after children (LAC) placed in LBH foster care (S)	Bigger is Better	40%	±5%	38.7% GREEN (Provisional)	↑ 36.8%	– NEW	This indicator has improved during Q4 and the full year outturn is within the target tolerance, which should provide additional suitable placements for our looked after children.	Children's Services Local performance indicator	Children & Learning
19	Repeat Domestic Violence cases going to the MARAC (C)	Smaller is Better	24.5% (in line with the national average)	±5%	23.1% (60 / 259) GREEN	↑ 28.8% (17 of 59)	↑ 30.8%	No target was set by MOPAC for repeat referrals, but the Council set a local target to be in line with the national average (24.5%). There is also a target to increase the number of cases referred to the MARAC, which forms part of a funding bid to the Mayor's Office for Policing and Crime (with funding being dependent on successfully meeting the target). The projected demand for MARAC referrals was 250 for 2016-17. This was exceeded with 259 referrals for the year. Cumulatively, the repeat referral rate for the full financial year was 23.1%. This is below the national average of 24.5%, and also below the recommended guidelines of 28-40% as set by Safe Lives.	Policy, Performance & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
20	Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put) (C)	Bigger is Better	70%	±10%	66.7% GREEN (Provisional)	→ 66.7%	– NEW	The year end outturn for the percentage of looked after children remained in a "Staying Put arrangement" beyond age 18 remains unchanged from Q3 at 66.7% and is within the 10% target tolerance.	Children's Services Reported to Department for Education (DfE)	Children & Learning
21	Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship) (C)	Bigger is Better	16%	±10%	14.7% GREEN (Provisional)	↓ 15.9%	– NEW	Although the score for this indicator has dropped compared to Q3, the 14.7% outturn remains within target tolerance and we had the same number of Adoption Orders granted as in 2015/16 (7). We currently have 8 looked after children placed with their prospective adopters so it should be expected that performance against this indicator will improve over the coming months.	Children's Services Reported to Department for Education (DfE)	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee		
22	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population (C)	Smaller is better	1.5	±10%	1.3 (2.5 / 194,882) GREEN	↓	1.2 (2.3/194,882)	↓	0.7 (1.4 / 192,716)	In order to hit the target, we could have afforded to have 35 episodes of delays during 2016/17 that were attributable to Adult Social Care. By the end of March, there had been 30. Of the 2.5 delays per 100,000 population per month (on average) , 1 occurred in the acute sector and 1.5 occurred in the non-acute sector.	Adult Social Care Reported to Department of Health (DH)	Individuals
23	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) (C)	Smaller is better	12	±10%	8.7 (13 / 149,023) GREEN	↓	6.7 (10/147,134)	↑	10.2	In order to achieve the target, the Council needed to have fewer than 17 adults (aged 18-64) in council-supported permanent admissions to residential and nursing care during the year (excluding transfers between residential and nursing care). By the end of the year, there had been 13, two of which were admitted via a hospital team and 11 of which were admitted via community teams. The average age of council-supported permanent admissions of adults (aged 18-64) to residential and nursing care during 2016/17 was 52.	Adult Social Care Reported to Department of Health (DH)	Individuals

SAFE: Using our influence

Page 83	24	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years (C)	Smaller is Better	10%	±10%	14.5% RED (Provisional)	↓	12.4%	↓	5%	This indicator has continued to decline as the year has progressed and is higher than the same point last year. Although disappointing, higher numbers of repeat CP Plans were to be expected after the high increase in the total number of Plans since 2015/16. Corrective Action: The face to face programme currently running within CYPS is providing practitioners with training to work with families in a systemic way and provide families with the tools to sustain their own progress. One aim of the face to face programme is that we will see a reduction in recidivism and repeat child protection or care episodes. The implementation of the Families Together service within Early Help also offers families and young people intensive support when they are stepping down from statutory services or at risk of becoming subject to a child protection plan or care proceedings. Over the next year we expect this service to have a positive impact upon the number of children and families being subject to repeat interventions.	Children's Services Local performance indicator	Children & Learning
	25	Successful completion of drug treatment – opiates and non-opiates (S)	Bigger is Better	50%	±3%	52.3% GREEN	↑	49.9%	–	NEW	A new provider (WDP Havering) was commissioned at the end of Quarter 3 2015/16 and, at the request of the Council, undertook a remedial action plan until performance met the annual target of 50%. At year end 2016/17 this target has been exceeded.	Public Health Reported to Department for Health (DH) (PHOF)	Health
	26	Percentage of children and families reporting that Early Help services made an improvement to assessed needs (C)	Bigger is Better	80%	±5%	N/A	–	N/A	–	N/A	The outturn for this indicator is not available as the methodology for measuring the "distance travelled" by children, young people and families known to Children's Services is changing. The current survey methodology is to be replaced with findings from the Outcomes Star, a tool that practitioners across the service are currently embedding which tracks the client's progress before, during and after an intervention.	Children's Services Local performance indicator	Children & Learning
	27	Percentage of adults in contact with secondary mental health services living independently, with or without support (C)	Bigger is better	87%	±10%	86.5% (544 / 631) GREEN	↓	89.7% (542/604)	↑	86.1%	This performance indicator is led by the North East London Foundation trust (NELFT). Performance ended the year on target and better than at the same stage last year. At the end of the year there were 544 service users in contact with secondary mental health services living on their own or with family. At the same stage last year there were 402 (representing a 35% increase). There were, however, more people known to secondary mental health services during 2016/17 compared to the previous year.	Adult Social Care Reported to Department of Health (DH)	Individuals
	28	Percentage of adults with learning disabilities who live in their own home or with their family (C)	Bigger is Better	63.5%	±10%	65.8% (335 / 509) GREEN	↑	47.4% (241/508)	↑	63.5%	Performance has met target with 335 service users with a Learning Disability confirmed as being in settled accommodation. This is an improvement on both the Q3 outturn and the 2015/16 outturn. During 2015/16, there were 322 service users in settled accommodation, so an increase of 4% has been achieved.	Adult Social Care Reported to Department of Health (DH)	Individuals
	29	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	87%	±10%	87.7% (193 / 220) GREEN	–	N/A	↑	84.60%	Performance has met target with 193 people still at home after a period of reablement service after discharge from hospital. This is an improvement of 3% on 2015/16, when there were 187 people still at home.	Adult Social Care Reported to Department of Health (DH)	Individuals

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee		
SAFE: Leading by example												
30	Direct payments as a percentage of self-directed support for Service Users (S)	Bigger is better	42%	±10%	33.3% (680 / 2,042) RED	↓	35.5% (699/2,087)	↓	35.1%	In order to achieve the target, the Council needed to have at least 882 service users receiving a direct payment. At the end of the year, 680 service users were in receipt of direct payments. Corrective Action: Adult Social Care commissioning services are leading on a number of initiatives to increase the take-up of Direct Payments, including the introduction of a payment card and the development of the Personal Assistant market.	Adult Social Care Reported to Department of Health (DH)	Individuals
31	Percentage of carers using social care who receive self-directed support and those receiving direct payments (C)	Bigger is better	95%	±10%	100% (110 / 110) GREEN	→	100% (103/103)	→	100% (103/103)	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). This indicator monitors the services provided to carers via self direction. At present there are 110 carers who are receiving their services via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
32	Percentage of carers using social care who are receiving direct payments as a proportion of self-directed support (C)	Bigger is better	95%	±10%	100% (110 / 110) GREEN	→	100% (103/103)	→	100% (103/103)	Direct Payments (DPs) are one component of the SDS offer. Currently there are 110 carers who are receiving their support via a Direct Payment.	Adult Social Care Reported to Department of Health (DH)	Individuals
33	Percentage of people using social care who receive self-directed support and those receiving direct payments (S)	Bigger is Better	83%	±10%	85% (1,735 / 2,042) GREEN	↓	85.1% (1,775/2,087)	↑	82.2% (1,678 / 2,041)	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). ASC continues to provide services via Self Directed Support and ended the year on target for this indicator. At the end of the year, there were 1,735 service users receiving their support via self direction. At the same stage last year there were 1,775 service users receiving their service via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
PROUD: Supporting our community												
34	New housing units under construction for Mercury Land Holdings Limited (C)	Bigger is Better	100	±10%	65 AMBER	→	65	-	N/A	65 units are under construction for Mercury Land Holdings, located at the Oldchurch Hospital Site in Romford. At the beginning of the year, an additional 44 units were planned to start construction during Q4 at 75 North Street in Hornchurch. However due to a delay in obtaining planning permission, these units will start construction in 2017/18. The developments will all be private rented flatted accommodation, primarily with 1 and 2 bedrooms with some 3 bed units as well. Corrective Action: The additional 44 units will commence in Q1 2017/18.	Economic Development Local performance indicator	Towns & Communities
35	Percentage of Housing repairs completed on time (including services contractors) (C)	Bigger is Better	96%	±0%	90.6% AMBER	↑	89.6%	↓	92.3%	During the course of 2016/17 several assurances were given by the contractor about improving performance which did not come to fruition. In direct response the Council issued a detailed Recovery Plan for the service with a deadline of March 2017 for performance to achieve 95%. This was achieved and the outturn for March was 95.4%. However, the annual figure remains below target. Corrective Action: No corrective action to be taken as a Recovery Plan was put in place and the target of 95% was achieved by March.	Housing Local performance indicator	Towns & Communities
36	Estate inspections achieving the target score (C)	Bigger is Better	95%	±10%	95.3% GREEN	↓	96%	↓	96.7%	Performance throughout 2016/17 has been above target, despite the service undergoing a major restructure in May 2016. New software which is used to collate the performance data was introduced in October. This has resulted in more accurate data collection than in the previous six months and will be used to monitor performance going forward. A slight dip in performance occurred during October, November and February when the service standards were recorded as 94% against the target of 95%. The areas for improvement have been identified and services reviewed to improve standards.	Housing Local performance indicator	Towns & Communities
37	Number of physical library visits (C)	Bigger is Better	1,017,000	±10%	1,240,028 GREEN	↑	942,688	↓	1,498,040	The annual outturn is well above target for 2016/17. Library hours have reduced by 33% from April 2016, however physical visits only saw a reduction of 17%.	Culture & Customer Access Local performance indicator	Towns & Communities

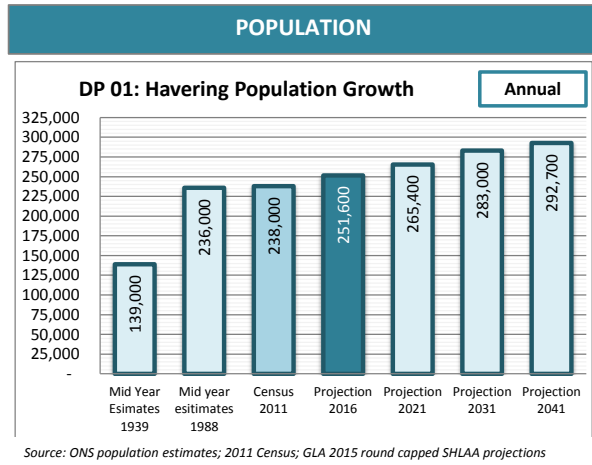
Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)		Long Term DOT against 2015/16 (Annual)		Comments	Service	O&S Sub-Committee
38	Percentage of homes that currently meet the decency standard (C)	Bigger is Better	98%	±10%	99.2% GREEN	→	99.2%	↑	98.2%	There are currently 8,784 homes which meet the decent homes standard within the HRA stock and currently only 70 properties are classed as being of a non-decent standard.	Housing Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
39	Number of potential start-up businesses accessing advice via the Business Start-up Programme (C)	Bigger is Better	100	±10%	100 GREEN	↑	63	↑	44	Due to a delay in procurement of a new contractor, the programme started in June 2016 and in the first month the contractor supported 15 start-ups and has continued to support start-ups as well as register new ones through a joint media campaign and advice workshops. The year-end target of 100 has been achieved. Start ups in Havering were offered a free ticket to a start-up conference held at KPMG, Canary Wharf in January and as a result 18 Havering start-ups attended. This 7 hour conference provided specialist advice and peer support. Two workshops were held in Q4, both at Rainham Library. Whilst this is part of the on-gong support programme so 'regulars' are expected to continue to attend, the service also gets new people registering onto the programme through these workshops. In addition, one of the start-ups from the programme launched a networking meeting in February for other local start-ups. This enabled the Council to access new start-ups for the programme as well as provide additional peer support. The programme of support is continuing into 2017/18.	Economic Development Local performance indicator	Towns & Communities
40	Number of businesses accessing advice through regeneration initiatives (C)	Bigger is Better	600	±10%	649 GREEN	↑	455	↑	645	Performance is above target. Increased engagement has taken place via the Business Awards, Business Network and targeted business support activities. Additional work has also been completed through relocation enquiries at London Riverside Housing Zone, Angel Way and Bridge Close from CPO consultation.	Economic Development Local performance indicator	Towns & Communities
PROUD - Raising our influence												
41	Average void to re-let times (C)	Smaller is Better	14 days	±10%	15.8 days RED (Provisional)	↓	12.64 days	↓	11.9 days	During 2016/17 Housing services started the stock regeneration programme. This had an effect on the void re-let times as properties were ring-fenced for decanting tenants requiring support to move. The average void to re-let time with the regeneration properties excluded is 13.4 days, which is below target (where lower is better). Corrective Action: No corrective action required as the annual outturn has been impacted by regeneration properties. The service will continue to monitor this PI both with and without regeneration properties included.	Housing Local performance indicator	Towns & Communities
42	Number of free early years education offers extended to disadvantaged 2 year olds (C)	Bigger is Better	681	±10%	663 GREEN	↓	707	↓	717	The final year outturn is below target but within agreed tolerance levels. The 2015/16 outturn was higher than the 2016/17 outturn as it included a number of children with targeted funding for 2 year olds not eligible under the new criteria, but still vulnerable. In addition, the Short Term DOT figure was based on the autumn census numbers, which are usually higher than the spring census figures.	Learning & Achievement Local performance indicator	Children & Learning
43	Percentage of young people leaving care who are in education, employment or training at age 18 to 21 (C)	Bigger is Better	60%	±10%	67.2% GREEN	↑	61.5%	↑	58.6%	In March there were 80/119 of our former relevant young people aged 18-21 years old in education, employment or training. This is encouraging and is the highest level seen this period. It is also an improvement on 2015/16's outturn of 59%. Prospects is commissioned to work with schools to identify those at risk of not participating and provide early intervention to reduce the NEET levels locally. Care leavers are specifically targeted for this support.	Children's Services Reported to Department for Education (DfE)	Children & Learning
44	Percentage of Early Years providers judged Good or Outstanding by Ofsted (S)	Bigger is Better	80%	±10%	84% GREEN	↑	83%	↑	79%	There has been a 1 percentage point increase since Q3. One Private, Voluntary or Independent (PVI) provider improved to good and 4 new PVIs underwent their first inspection. In total, 16 inspections were carried out in Q4. This is much lower than in previous quarters (Q1-52, Q2-29, Q3-28).	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
45	Percentage of schools judged to be Good or Outstanding (S)	Bigger is Better	80%	±10%	84% GREEN	↑	81%	↑	74%	Of the 83 schools, 8 are awaiting their first free school / academy inspection. 63 are 'good' or better. 12 are 'requiring improvement' or 'inadequate'.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)		Long Term DOT against 2015/16 (Annual)		Comments	Service	O&S Sub-Committee
46	Percentage of 16 to 17 year olds (school years 12-13) who are not in education, employment or training (NEET) and not known (S)	Smaller is Better	4.5%	±10%	3.3% GREEN	↑	4.4%	↑	3.9%	The 2015/16 outturn was 3.9% (234 young people). The outturn for 2016/17 of 3.3% represents 200 young people, illustrating that we are reducing the number of NEET and Not Known young people in Havering as participation amongst Havering learners continues to increase.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
47	The number of volunteers assisting in the running of library services (S)	Bigger is Better	450	±10%	452 GREEN	↑	404	-	NEW	Performance is above target. Volunteer Management Software has now been implemented to manage the volunteers i.e. recruitment, training, communication, roles. Staff have been trained to use it and generate reports to assist with the analysis and evaluation of the programme.	Culture & Customer Access Local performance indicator	Towns & Communities
48	Number of apprentices (aged 16-18) recruited in the borough (C)	Bigger is Better	720 (AY 15-16)	±10%	770 (AY 15-16) GREEN	↑	450	↑	710 (AY 14-15)	There is a 6 month data lag relating to this indicator within the Skills Funding Agency. However the figure of 770 is the final year outturn as this indicator is measured over the academic year rather than the financial year. Apprenticeship numbers at ages 16-18 have seen an increase amongst Havering residents. The local apprenticeship provider forum works closely with the school and colleges to promote the apprenticeship offer. The young people's education and skills team hosts a parent and learner apprenticeship event annually as part of national apprenticeship week. We also hosted the Raising the Participation Age (RPA) moving on / transitions event in October where we had up to 3,000 secondary school learners and up to 500 parents attend. The event had 30 exhibitors attend, of which 11 are apprenticeship training providers.	Learning & Achievement Local performance indicator	Children & Learning
49	Percentage of adults in contact with secondary mental health services in paid employment (C)	Bigger is Better	4.8%	±10%	GREEN 7.9% (50 / 631)	↑	7.8% (47/604)	↑	4.8%	This performance indicator is led by NELFT. Performance is currently better than target in this area and is better than at the same stage last year. At present there are 50 service users in employment who are in contact with secondary Mental Health Services. At the same stage last year there were 22. There are however, more people known to Secondary Mental Health Services this year compared to last year.	Adult Social Care Reported to Department of Health (DH)	Individuals
50	Adults with learning disabilities in paid employment (S)	Bigger is Better	8.7%	±10%	GREEN 7.9% (50 / 631)	↑	4.3% (22/508)	↓	8.10%	Performance for this measure is currently within target thresholds. We currently have 40 Service Users with a Learning Disability in paid employment. At the same stage last year there were 41.	Adult Social Care Reported to Department of Health (DH)	Individuals
PROUD: Leading by example												
51	Number of online transactions as a % of all transactions (C)	Bigger is Better	50%	±5%	42.7% AMBER	↑	46.1%	↑	41.86%	This measures the percentage of customers going online for service requests (where those services use CRM). The final outturn for 2016/17 of 47.2% is below target but higher than in previous years. An increase was anticipated in March because of the annual Green Waste renewals. However a decision was taken to provide the renewals service via telephone in addition to online. Therefore renewal online wasn't as high as previously expected. Corrective Action: With the new website and further website/online improvements planned for 2017/18, we are anticipating that online usage will continue to increase over the next year as customers opt to use our website as their preferred choice of contact.	Culture & Customer Access Local performance indicator	
52	Sickness absence rate per annum per employee (days) (R)	Smaller is Better	8.5 days	±10%	9.7 days AMBER	↑	9.8 days	↑	10.5 days	Average sickness absence across the council for Q4 2016/17 was 9.7 FTE days per employee, a decrease of 0.1 FTE days from Q3 and a significant decrease of 0.75 FTE days from Q4 2015/16. Factors influencing this decrease include continued managerial support at all stages of the sickness procedure, timely referrals to Occupational Health and the continued success of a 24/7 absence line pilot scheme in Environment and Catering Services.	Corporate Health Local performance indicator	

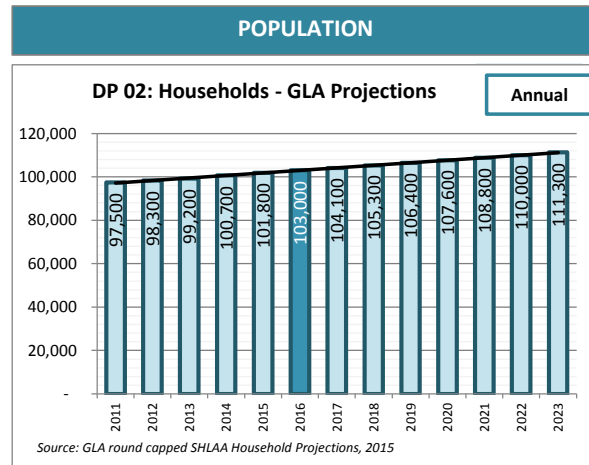
Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee		
53	Percentage of Customers Satisfied With the Contact Centre (C)	Bigger is Better	85%	±10%	90.01% GREEN	↓	90.51%	↑	89.89%	<p>The customer satisfaction survey for the contact centre includes the following questions:</p> <ul style="list-style-type: none"> • How satisfied were you with the service today? • How polite and friendly was the advisor? • Please rate the quality of information given • Was your query fully resolved? • Have you tried to resolve the query previously, for example, using our website? • There is also an option to leave personal comments. <p>In total for 2017/18 we had 10,057 respondents which accounts for 2.9% of total calls handled.</p> <p>The final outturn figure of 90.01%, whilst above target, should be qualified with the caveat that the current survey form is manually initiated by officers asking customers to complete it. This can skew figures with the potential for cherry picking, so a new solution is being looked at for 2017/18, that will provide a better reflection of satisfaction levels.</p>	Culture & Customer Access <i>Local performance indicator</i>	
54	Percentage of Council Tax collected (C)	Bigger is Better	96.7%	±1%	96.85% (£130.5m) GREEN	↑	85.21% (£114.93m)	↓	97% (£126.0m)	<p>The year-end target has been achieved following the investment of significant resources in the Council Tax Service. Business cases will be developed in 2017 to ensure those resources can be retained throughout this year to continually improve performance.</p>	Exchequer & Transactional Services <i>Reported to Department of Communities & Local Government (DCLG)</i>	
55	Speed of processing new Housing Benefit/Council Tax Support claims (C)	Smaller is Better	20 days	±10%	20.58 days GREEN	↑	21 days	↓	20.42 days	<p>Whilst performance is above target (where lower is better), it falls within the agreed target tolerance. Assessment resources will be retained at the current level throughout the coming year to ensure performance is maintained.</p>	Exchequer & Transactional Services <i>Reported to Department of Work and Pensions (DWP)</i>	
56	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (C)	Smaller is Better	10 days	±10%	9.32 days GREEN	↑	9.5 days	↓	6.84 days	<p>Performance is better than target. Assessment resources will be retained at the current level throughout the coming year to ensure performance is maintained.</p>	Exchequer & Transactional Services <i>Reported to Department of Work and Pensions (DWP)</i>	
57	Percentage of Member/MP Enquiries completed within 15 days (C)	Bigger is Better	95%	±10%	97% GREEN	↓	99%	↑	95%	<p>Performance is better than target, and better than at the same point last year,</p>	Corporate Health <i>Local performance indicator</i>	
58	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (C)	Bigger is Better	95%	±5%	96.9% (112,916 of 116,526) GREEN	→	96.9% (82,462 of 85,065)	↑	95.8% (105,557 of 110,142)	<p>Performance achieved in 2016/17 is 96.9% which is above the target that was set at 95% and also above last year's achievement.</p>	Corporate Health <i>Local performance indicator</i>	
59	Percentage of Corporate Complaints completed within 15 days (C)	Bigger is Better	95%	±10%	95% GREEN	→	95%	↑	92%	<p>Performance is on target and has improved compared to both the previous year and the previous quarter. The highest numbers of complaints continue to be received by Housing and Neighbourhood Services.</p>	Corporate Health <i>Local performance indicator</i>	

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)		Long Term DOT against 2015/16 (Annual)		Comments	Service	O&S Sub-Committee
60	Percentage of National Non-Domestic Rates (NNDR) collected (C)	Bigger is Better	98.6%	±1%	98.64% (£76,000,017.73) GREEN	↑	83.08% (£64,746,024)	↑	98.53% (£75,861,868)	The year-end target has been exceeded by 0.04%.	Exchequer & Transactional Services Reported to Department of Communities & Local Government (DCLG)	

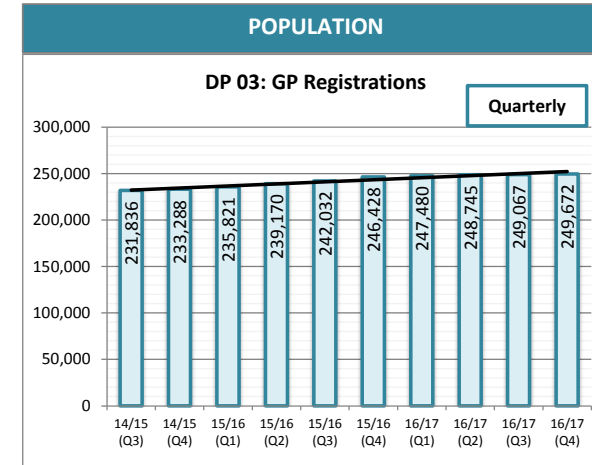
Appendix 2: Quarter 4 2016/17 Demand Pressure Dashboard



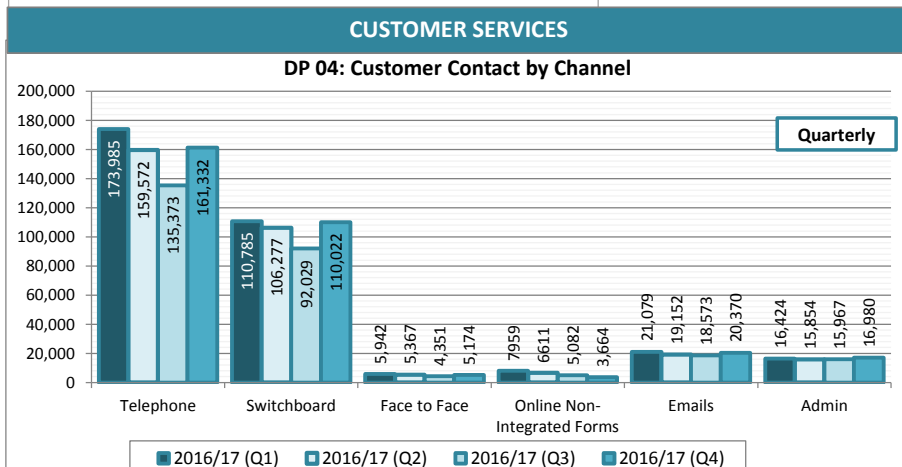
The ONS population estimates, the 2011 Census and GLA 2015 round capped SHLAA population projections show that Havering's population has seen the second largest proportional increase in London from 1939-2016 (at 81%). Hillingdon has the highest increase (at 88%) and Hounslow saw the third highest proportional increase in London (39%).
* Figures rounded to nearest 100



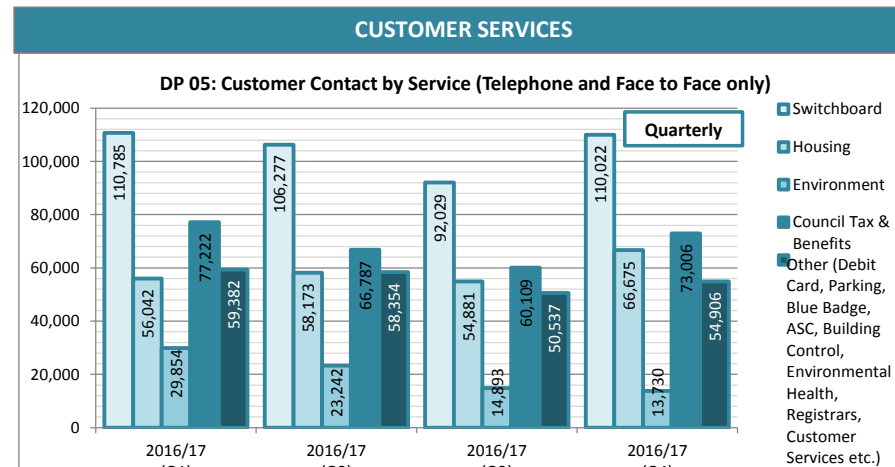
Using GLA estimates of the total number of households by borough, 1991-2041, the number of households in Havering has grown by 5,500 households (as at 2016) since 2011 and is projected to grow by a further 3,400 households by 2019.
* Figures rounded to nearest 100



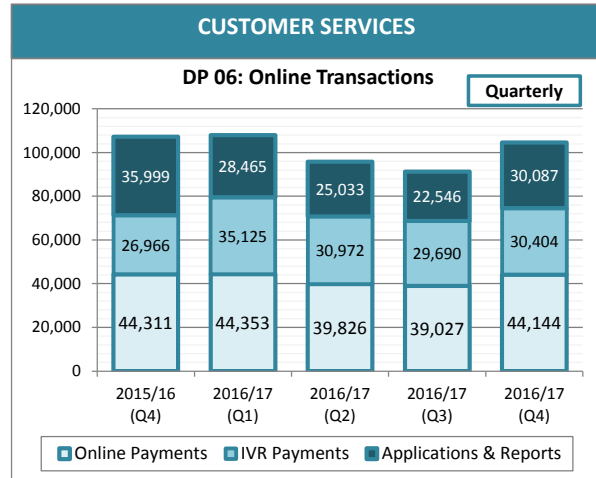
The most current data shows Havering's GP registrations are continuing to increase each quarter, with 605 additional registrations between Q3 2016/17 and Q4 2016/17.



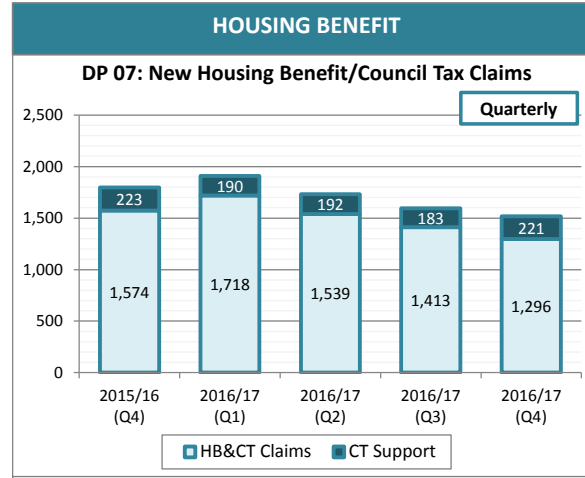
The planned introduction and promotion of further services available online will assist in the reduction of telephone contact, which continues to be the preferred method of customer contact. Email channels are being refined where applicable in order to transfer the most common queries into online structured web forms. Online non-integrated structured web forms are preferred to email channels but still create a demand on Customer Services as the form requires processing by an agent. Online integrated forms are not handled by an agent and are directly sent to the appropriate service area.



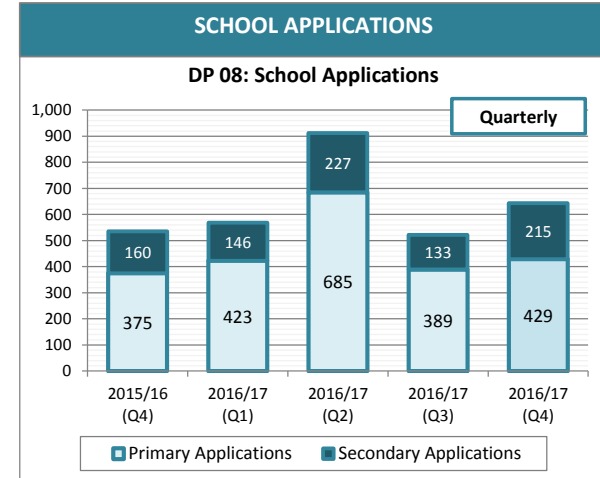
Council Tax, Benefits, Environment and Housing are the real pressures on service delivery due to the volume and complexity of enquiries. Services that are fully integrated with technology have been identified and work has begun to implement an online approach to move this demand to the most cost effective channels.



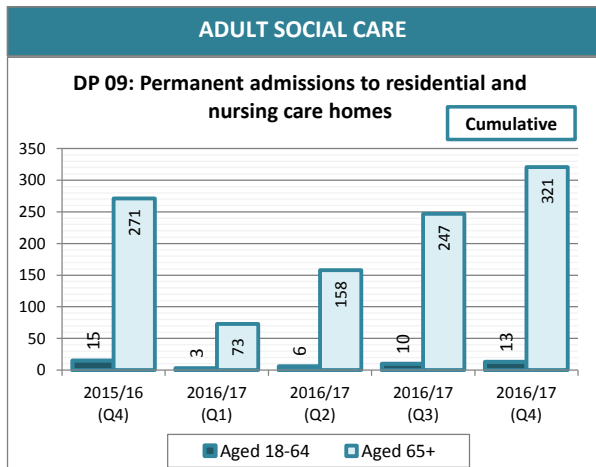
Compared with last quarter, there have been increases in online payments, IVR payments and service requests / applications. This is to be expected, as high profile projects such as Green Waste and Council Tax Annual Billing began in March.



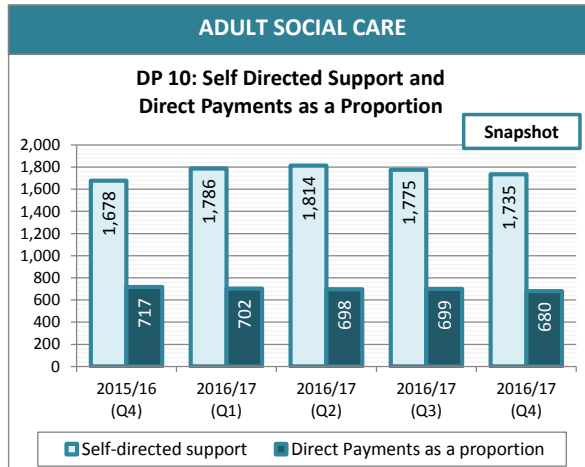
The total number of applications has decreased by 8% from Q3 2016/17 to Q4 2016/17. The Universal Credit (UC) rollout did not significantly affect numbers of claims during 2016/17 given that new customers will claim UC instead of Housing Benefit and UC is administered by the DWP.



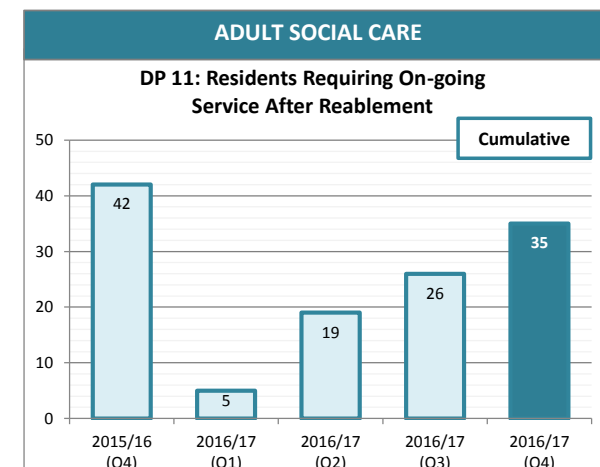
Compared to Q4 2015/16, the number of applications continues to increase across both primary and secondary schools.



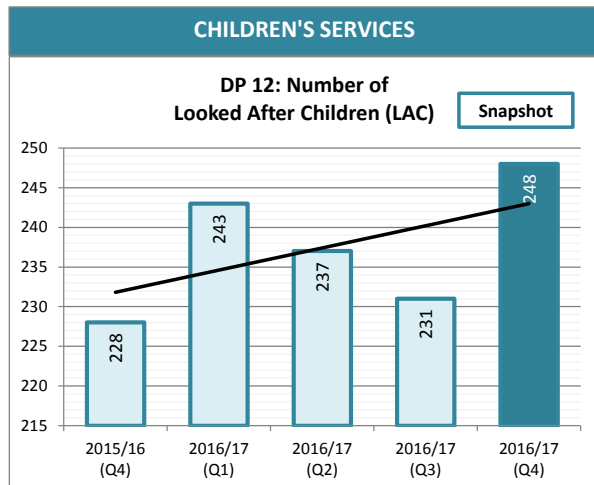
By the end of 2016/17, there had been 13 adults aged 18-64 in council-supported permanent admissions to residential and nursing care, representing a slight reduction (of 2) compared with 2015/16. However there had also been 321 adults aged over 65 in council-supported permanent admissions, representing an 18% increase on the previous year.



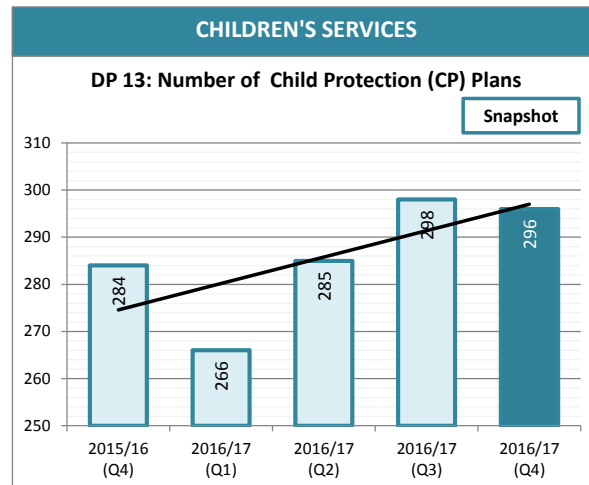
During 2016/17, there was a 3% increase in the take-up of self-directed support compared with the previous year, but a 5% reduction in the take-up of direct payments. Despite outturning higher than the previous year, take-up of self-directed support fell in the second half of the year compared with Quarters 1 and 2.



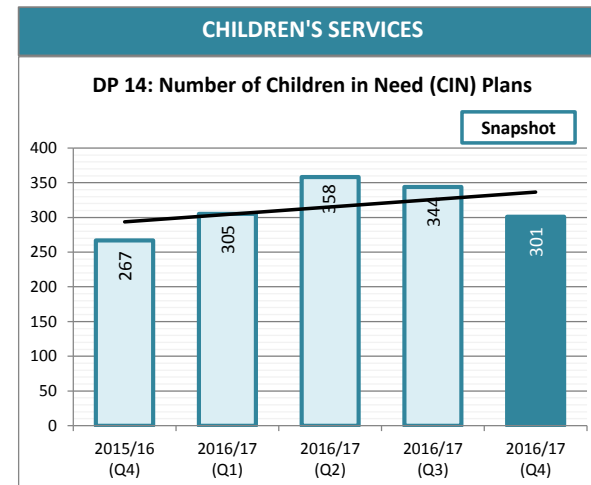
This is a local indicator and is reported cumulatively. Demand has decreased from 42 to 35 when compared to Q4 last year.



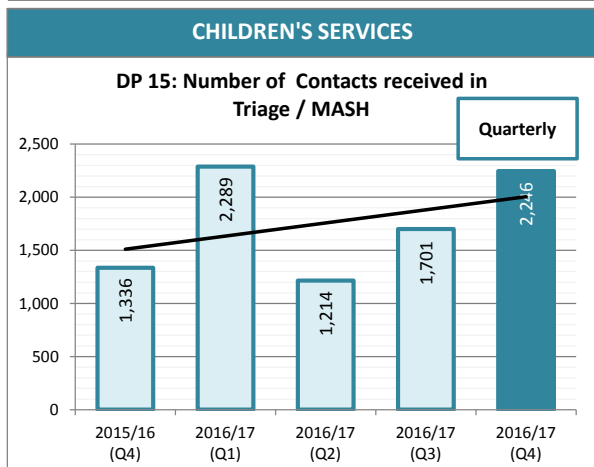
The number of looked after children at the end of the year (at 248) is considerably higher than at the same point last year (an increase of 8.8%). The size of the cohort peaked noticeably in Quarter 4, having fallen steadily over the previous three quarters.



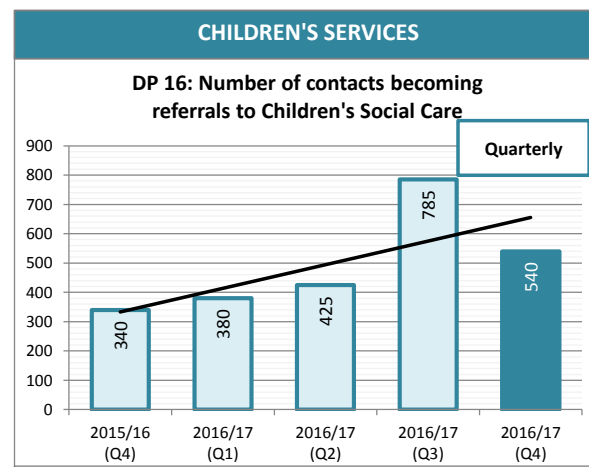
The number of CP cases (296) has decreased by 2 (-0.7%) compared to Q3 but has increased by 12 (4%) compared to the same period last year.



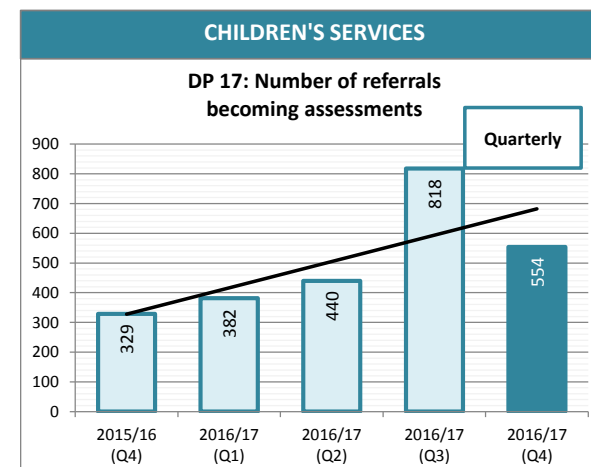
The number of CiN plans had been steadily increasing up to Quarter 2 but dropped slightly during Q3 and Q4. Despite this slight drop, current levels are 12.7% higher than as at the same point last year.



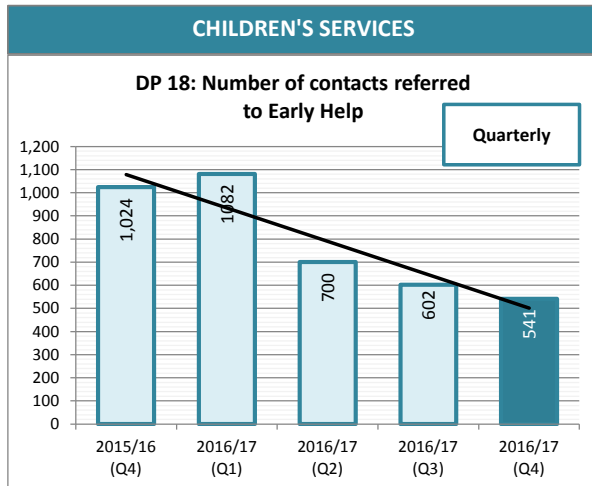
There were 2,246 contacts received in Triage / MASH in Q4 2016/17; an increase of 910 (68.1%) on the same period last year. The number of contacts received increased in each of the last three quarters, but never again reached the peak seen in Quarter 1.



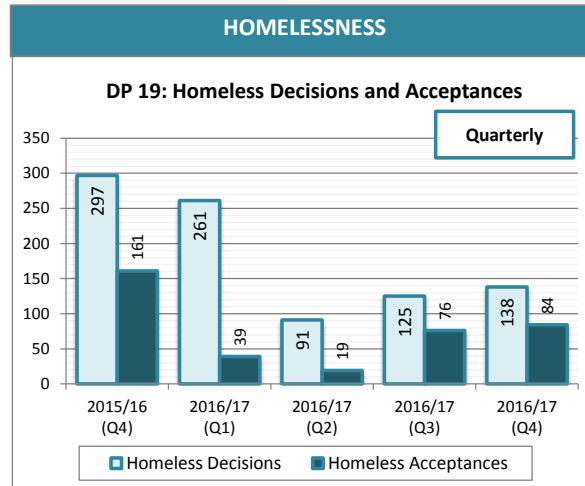
There were 540 contacts that became referrals in Q4 2016/17; a decrease of 245 on the unusually high number seen in the previous quarter. However overall activity has increased compared with the previous year. The particularly sharp increase seen in Q3 is common immediately following an Ofsted inspection.



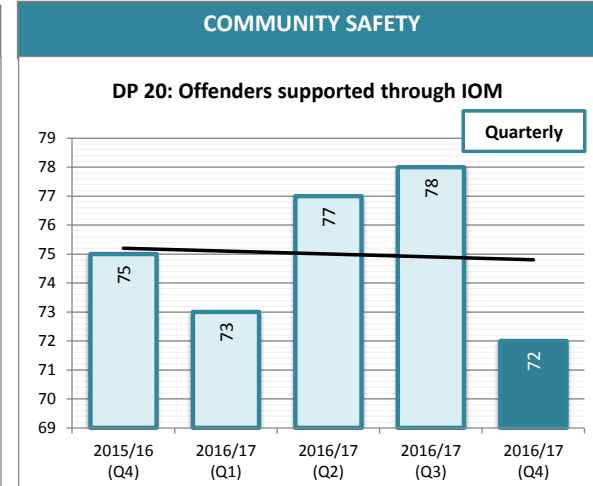
There were 554 referrals that became assessments in Q4 of 2016/17; a decrease of 264 on the peak seen in the previous quarter but an increase of 68.4% compared to the same period last year. This correlates with higher numbers of contacts and referrals.



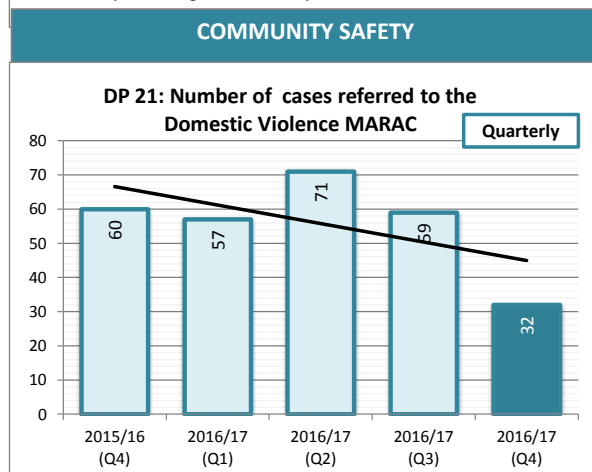
There were 541 contacts referred to Early Help in Q4 2016/17; 61 less than the previous quarter and 483 less than the same period last year. Overall we are seeing a concerning pattern of an increasing proportion of contacts becoming referrals to social care and a declining proportion progressing to Early Help. Again, this is often observed in the period immediately following an Ofsted inspection.



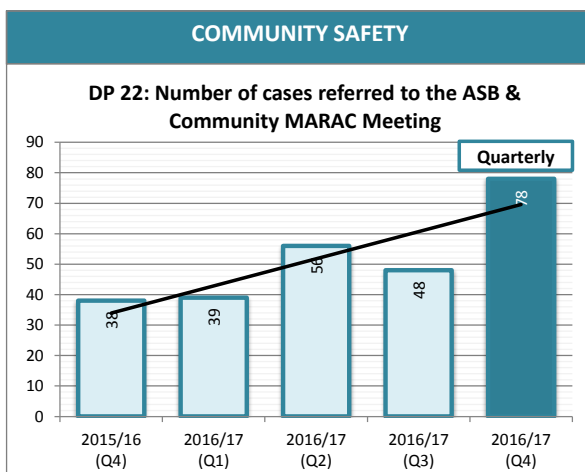
The number of homeless decisions dramatically dropped for Q2 2016/17, by 65% compared to Q1 2016/17. The number of acceptances also reduced, by 51%. Demand then increased again in Q3 2016/17 and Q4 2016/17 but not to previous levels.



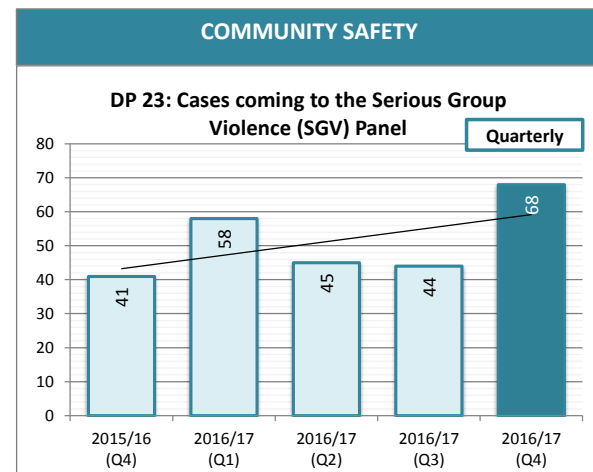
The number of offenders being managed through Integrated Offender Management was 72 at the end of Q4 2016/17, a reduction of 6 from Q3 2016/17 and a reduction of 3 compared with the same time the previous year. The maximum number that can be supported in Havering is 80.



The number of cases of Domestic Violence dealt with by the MARAC (Multi-Agency Risk Assessment Conference) had been increasing long term from 157 in 2012-13 to 240 in 2014-15 and 250 in 2015-16. This dropped for the first time in several years, to 219 cases in 2016/17.



The ASB Panel and Community MARAC meetings were combined in January 2016 to reduce duplication of cases being represented at both panels. There has been a large increase in demand in Q4 with an extra 40 cases compared to same period last year



The number of clients coming to notice and requiring more intensive support through the SGV Panel in the most recent quarter was 68, an increase of 24 compared to the previous quarter and an increase of 27 compared with the same period last year.

CABINET

5 JULY 2017

Subject Heading:

Proposal for a new special free school in Havering

Cabinet Member:

Councillor Robert Benham, Cabinet Member for Children & Learning

SLT Lead:

Tim Aldridge, Director Children's services

Report Author and contact details:

Trevor Cook, Acting Assistant Director for Education

trevor.cook@havering.gov.uk

Tel. 01708 431250

Policy context:

The Children and Families Act 2014 gives local authorities a number of statutory responsibilities relating to special educational needs (SEN), which are set out in the SEND Code of Practice and which include a role in securing suitable educational provision for children and young people with SEN who live in their area

Financial summary:

Competition process likely to cost around £2k, funded from School Organisation Revenue Budgets.

Provides opportunity to attract capital and start-up grant funding, from DfE to fund a new special school with estimated costs of £10m. Revenue funding for the school once built would be via the DfE and Havering's High Needs Block of the DSG.

Is this a Key Decision?

Expenditure of £500,000 or more

When should this matter be reviewed?

November 2017

Reviewing OSC:

Children and Learning

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

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

An executive decision was taken in November 2016 to approve that the Local Authority submit an expression of interest (EOI) for a new special free school in Havering. This EOI form was for local authorities that would like a new special school. If the EOI was successful, the opportunity would be advertised nationally, and if a strong proposal came forward that both the local authority and the Secretary of State wish to take forward, the DfE would provide capital and start-up grant funding, subject to value for money assessments covering both the affordability of the site solution and the limitations on overall capital availability. This opportunity is intended to identify and meet untapped demand for special free schools as a supplement to LA's existing resources.

On the 12 April 2017, the DfE notified Havering that the Secretary of State for Education had decided that its expression of interest to establish a special free school should proceed to the next stage of the process (Appendix 1).

The Local Authority has submitted the specification template (Appendix 2) to review and agree. Once the Regional School Commissioner has agreed the specification the Local Authority will then need to publish the template on its website so that proposers can respond. A timetable for the competition, assessment and interview stage is provided in the report detail below.

RECOMMENDATIONS

1. To approve the proposal to seek a free school proposer for the establishment of a new special free school for 60 children with Communication and Interaction Needs (C&I) and Social, Emotional and Mental Health (SEMH) in the age range 3 to 16, on the site of Century Youth House, Albert Road, Romford RM1 2PS. The opportunity to offer respite provision and short breaks at the new facility will be taken forward with the successful proposer.

2. To delegate all further decision making on the process necessary to complete the establishment of the new school, including approving the final proposer and any property transactions to the Director of Children Services, after consultation with the Lead Member.

REPORT DETAIL

1. The Local Authority submitted an expression of interest (EOI) for a new special free school in Havering in November 2016. This EOI form was for local authorities that would like a new special school. It allows the Authority to make a case that a special school would be beneficial in its area, including a case that it would help meet demographic growth, changing patterns of need, and cost pressures, without reducing inclusion. It provides RSCs (Regional School Commissioner) with the initial information they need to understand what is wanted and why.
2. The DfE notified Havering on 12 April that the EOI was successful and is now progressing to the next stage which is to complete the specification template and the EIA. The specification template was submitted to the DfE on the 2 June 2017 to be approved by the Regional Schools Commissioner (RSC)
3. The approved completed specification template then forms the basis to advertise the opportunity nationally.
4. Currently the DfE is aware that the Council's commitment to the process is subject to internal approval by Cabinet. Once the specification is finalised and advertised for proposers, the Council could only withdraw from the proposal with the DfE's agreement if it could evidence a change of circumstances such that a new school was no longer required. Given the substantial grounds for a new school to meet local need it is unlikely that it will be possible to evidence any change of circumstances sufficient to revoke the process.
5. The site identified for the new school is the Century Youth House, Albert Road, Romford RM1 2PS. The site is currently leased to Olive Academy on a 2 year lease expiring 1/9/2018, with a landlords break any time after 1/9/2017 with one month's notice.

Process and timeline

6. It is anticipated that proposals will be advertised in September 2017. Four months will be given for any responses, so it is likely that evaluation by the Council of any applications will commence before January 2018. Detailed evaluation will be undertaken in accordance with the assessment criteria which will be provided by the DfE. A two-stage process will be followed to determine the preferred provider for the new special free school, comprising

of an evaluation of the written application, followed by an interview for shortlisted proposers. Where appropriate, the panel may choose to visit a school currently run by the proposer group.

7. The DfE and the local authority will determine a preferred provider, after which a submission will be made to the Regional Schools Commissioner (RSC), acting on behalf of the Secretary of State for Education. This will include an assessment of all proposals received in order to assist the RSC in their decision.
8. The RSC will carefully consider the submission and, with the local authority's agreement, will then make a recommendation to the Secretary of State for Education who will make the final decision.
9. Once a decision has been made, the local authority will work closely with the proposer and the DfE to conclude the development and operation of the new school.
10. Between 2015/16 and 2020/21 the Local Authority is projecting an increase of approximately 80 pupils with an EHC plan or statement of special educational needs listing C&I needs as the primary SEN type over that period. There are currently 79 pupils attending out of borough special school across all age groups. The majority of the pupils have Autistic Spectrum Diagnosis (ASD) (23) Speech, Language and Communication Needs (9) and social emotional and mental health needs (22). There are a range of reasons why out of borough placements are required, it can be because educational needs cannot be met locally but also there are social care needs which mean lack of capacity and availability of residential and foster placements are a factor.
11. The new school will create provision for the increased need for SEN places and for some of those pupils in out-borough provision to return to Havering. The new special school will be a co-educational, 3-16 school for 60 places for SEN pupils with C&I and SEMH needs.
12. The site being earmarked for this new school is the same site which the Local Authority has requested permission to dispose in order to replenish the capital contingency following the funding of works as part of the PRS (Pupil Referral Service) transition plan. Whilst this will impact the available funds for the PRS project, the opportunity to secure significant capital funds for the new free school (well over £10m) significantly outweighs the potential receipts from the disposal of the Century Youth House site (£1.2m), and the PRS project will be reviewed to reduce costs as far as possible.
13. The basis of the DfE approval is that the site is provided by the Council. The DfE then grant fund and procure any building works required to provide the new school.

REASONS AND OPTIONS

Reasons for the decision:

14. Currently 913 pupils (2.3% of the overall school population) have been assessed by Havering as having more complex SEN, requiring statutory statements of SEN or Education, Health and Care (EHC) plans (January 2016 School Census), and are being educated in mainstream or special schools. Havering must make and fund provision to meet the special educational needs set out in statements and EHC plans, funded using its high needs budget. Although there is a general presumption in law that pupils will be educated in mainstream schools, special educational needs may be met in a wide range of settings, including early years settings; mainstream schools and Academies; resourced provision and special units attached to mainstream schools; special schools and Academies; independent and non-maintained special schools; FE colleges; and specialist post-16 institutions.
15. The Local Authority is projecting an increase of over 20% in the number of pupils being assessed by Havering as having more complex SEN such as C&I needs and SEMH. It is not possible to accommodate this increase at existing facilities so a new site and building are required.
16. There is a need to ensure that there are sufficient ASD and SEMH places in borough so that reliance on high cost specialist provision out of borough is reduced. The new school will create provision for the increase in need for SEN places and for some of those pupils in out-borough provision to return to Havering.
17. Although the Council has already earmarked some funds within the phase 3 and 4 expansion programme to provide some SEN places there is insufficient funding to provide for a new special school. The opportunity provided by this bid to attract additional funding is a very welcome one.

Other options considered:

18. Alternative sites - At the time of submitting the original EoI, no other sites were viewed as suitable for a number of reasons, and it was agreed that Century Youth House would be included, despite the issues over the potential receipts from disposal. Further consultation with Strategic Property Services confirms that Century Youth House remains the preferred site, as all other sites are not deemed suitable due to a number of reasons. If an alternative was to be considered, they would need to have the case worked up and a decision then taken, and there is a risk that many sites would fall

away in that process, and the DfE need absolute certainty of the site before we can enter into the competition phase of the process.

19. Do nothing - This risks the Authority not being able to fulfil its statutory duty to provide suitable, sufficient education for the children it is responsible for. It also risks the Authority not gaining significant capital investment.

IMPLICATIONS AND RISKS

Financial implications and risks:

Capital

20. If a strong proposal comes forward for the special school that both the local authority and the Secretary of State wish to take forward, the DfE will provide capital and start-up grant funding, subject to value for money assessments covering both the affordability of the site solution and the limitations on overall capital availability.
21. The opportunity provided by this bid to attract additional funding is a very welcome one. The cost of building a special school is well over £10m.
22. Although the Council has already earmarked some funds within the phase 3 and 4 expansion programme to provide some SEN places (e.g. in ARPs) and has received a special provision fund allocation of £2,572,158 there is insufficient funding to provide for a new special school.
23. The Century Youth House Albert Road site which is named in the bid as the location for the special school had previously been approved for disposal. The receipts have been earmarked for the Havering Pupil Referral Services initiative (Project Code A2382) which is part of the phase 3 expansion programme approved by full Council as part of the 2017/18 Capital Programme. If the site is not disposed of, alternative receipts would be used to finance the phase 3 expansion scheme resulting in less receipts available for future capital schemes.

Revenue funding

24. The current revenue funding arrangements are that the provider will receive £10,000 per place and will charge the local authorities that commission the provision a rate per pupil. This rate would normally be the rate that main commissioning LA (in this case Havering) pays its other special school providers in the area. In Havering this will be on the basis of a matrix of special need that currently ranges from £0 to £20,291 above the £10,000 depending on the assessed level of need. A second top up per pupil is also

allocated for running costs of between £4,000 and £5,000 depending on the school. Pupils placed at the new school are likely to be at the higher level of need and will therefore attract top up funding of either £20,291 or £15,989, plus the second top up for running costs.

25. The £10,000 per place will be met by the Education Funding Agency (EFA) and the per pupil top up funding by the commissioning LA from its Dedicated Schools Grant (DSG) High Needs Block. Currently there is no recognition for growth within the allocation of High Needs Block funding from the EFA to LAs but the Department for Education is consulting on a revised formula that will take into account both population growth in LAs and through funding factors that are consistent with high need.

Legal implications and risks:

26. Section 6A Education and Inspections Act requires the Local Authority to seek proposals for the establishment of an Academy where they think a new school needs to be established in their area.
27. The Authority must specify a deadline for submission of proposals, which, in order to be fair, must give sufficient time for proposals to be developed. They must also ensure that the proposal is advertised sufficiently widely to ensure that the widest possible range of groups or organisations which might be interested in setting up the school have the opportunity to make a proposal.
28. The Local Authority is responsible for providing the site for the new school and meeting the associated capital costs, although in this case it is hoped that grant funding will be available from the DfE.
29. The non-statutory guidance on the free school presumption provides that once the need for a new school has been identified the Authority must follow through the process to submission of suitable proposals to the Secretary of State, unless the circumstances have changed so that there is no longer a need for a new special school, and then only with the Secretary of State's permission.
30. It is understood that the Secretary of State has confirmed that if a sponsored proposal is approved then capital funding will be provided for the build and set up costs. If the Secretary of State fails to provide this (e.g. if there is a new government policy) then the Council's options would have to be considered at the time.

Human Resources implications and risks:

31. The Human Resources implications and risks involved in establishing a maintaining a special free school will be managed by the provider.

32. There will be a need to recruit specialist teaching and support staff to meet the complex needs of children within a very broad age range in full compliance with safer recruitment standards. The provider will also need to ensure that they are sufficient qualified staff should they provide residential care, ensuring that CQC standards are met.
33. These requirements are within the context of growing difficulties in recruiting to teacher posts within Havering generally and consequently the provider may need to consider that additional resources and a longer recruitment timescale may be required to fill all vacancies.
34. The Havering Education HR service will provide the necessary support, subject to the purchase of relevant services.

Equalities implications and risks:

35. As part of the planning process for new schools, local authorities must also undertake an assessment of the impact of the proposal, both on existing educational institutions locally and in terms of impact on particular groups of pupils from an equalities perspective.
36. The Equalities Impact Assessment is attached as Appendix 3.

BACKGROUND PAPERS

None.

Havering London Borough Council
Letter by email to:
tim.aldridge@havering.gov.uk

CC Tim Coulson, RSC
East of England and North-East London

12th April 2017

Dear Tim Aldridge,

Local authority commissioned special free schools – expression of interest

I am pleased to let you know that the Secretary of State for Education has decided that your expression of interest to establish a special free school in your local authority should proceed to the next stage of the process – invitation of proposals.

The approval of your expression of interest is subject to specific conditions set out in Annex A. We will need to receive written confirmation from the Director of Children's Services that you accept the conditions by 26th April 2017. Please email your confirmation to Gill Candlish at FreeSchool.SPECIAL@education.gov.uk.

The next step will be to advertise the exercise to potential bidders and you will shortly receive an email including the relevant forms and guidance.

As we have made clear in the published guidance, the final decision to open any free school depends on the Secretary of State formally entering into a funding agreement with the academy trust. The Secretary of State will only do so if she is satisfied that (a) there is a suitable site upon which we can construct and open a school on an agreed date and in a way that provides good value for money; and (b) the school will be ready to deliver at least a good standard of education, with a viable and sustainable number of places, from its first day of operation.

I would like to thank you and your colleagues for the commitment and energy that you have shown in developing your expression of interest. I am copying this letter to Tim Coulson, regional schools commissioner (RSC) for East of England and North-East London.



MELA WATTS CBE
Director, Free Schools Group

Annex A

The approval of your expression of interest is conditional on:

i. Fair and open competition:

This process is intended to create open competition, which will be available to all types of proposer groups.

It is not designed for co-located special schools where there is only one feasible proposer, e.g. if your site is co-located with or next to another school you must confirm in your acceptance of these conditions that both you **and the school in question** are aware that this will be an open competition, and that you and the school both accept that another provider could win.

It is also crucial for you to give an equal chance to all proposer groups, whether or not you think they are likely to submit a high quality application – you cannot give information only to favoured proposers, or only to established providers. If we believe a competition is not treating all potential applicants, equally we may either terminate the process or coordinate the competition internally.

The information provided in the EOI will form the basis of the information local authorities will need to publish

ii. Deliverability

You have told us you will provide a site (Century Youth House, Albert Road, Romford RM1 2PS) for a peppercorn lease, this is a condition of continuing approval. The school will only proceed if capital costs provide value for money and are affordable within available capital budgets. If we are unable to secure a site that represents value for money we may decide to terminate the process.

iii. New provision

The process is to establish a new special school and not to replace or expand existing provision. This is not a mechanism to close a school and re-open it as a special free school in a new building.

iv. Financial viability

The school must be affordable and sustainable within your high needs block funding. To enable prospective proposers to develop realistic applications including robust financial plans you must be able to state clearly in the specification the number of places you (and any other local authorities) will be commissioning and the top-up rates.

v. Consultation

You **must** check whether your neighbouring local authorities also want to commit to placing pupils at the school.

vi. Eligible places

The provision is only for pupils with an EHC plan, or, without an EHC plan in accordance with the SEND Code of Practice.

vii. Impact assessment

The local authority must undertake an assessment of the impact of the proposal, both on existing educational institutions locally and in terms of impact on particular groups of pupils from an equalities perspective. This must be provided to the department before the publication of the specification. In the unlikely event

that the Secretary of State has concerns about the level of analysis, she reserves the right to ask the local authority to undertake further work on its impact and/or equalities assessment.

viii. Nursery

Following detailed discussion and assessment and subject to final agreement with the DFE/EFA, capital funding may be available to support nursery facilities. You will need to provide the rationale for the nursery provision on your specification.

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Fit-for-purpose criteria

The 'fit-for-purpose criteria' will help to ensure that the policy or strategy is clear about the outcomes it should achieve and how this will be implemented. To do this effectively the policy or strategy must support the work of the Council and its overall direction and vision in the Corporate Plan. It must be easy to understand and accessible to the people who will need to use it.

The following is some criteria to help you think through whether a policy and strategy is fit-for-purpose:

- Is it clear which Head of Service and/or Group Director is responsible for managing the policy or strategy?
- Is there a clear Policy or Strategy Lead responsible for its development, implementation and review?
- Is it clear what outcomes are intended to be achieved and how it supports the overall direction and vision of the Council?
- Are links to other relevant policy or strategy transparent, so it 'fits in with' the overall direction of the Council and avoids contradictory messages?
- Does it take account of existing or new statutory duty, legislation or guidance relevant to the particular subject matter?
- Does it take account of the wider picture relevant to the particular subject matter?
- What impact assessments need to be carried out, including an Equality Impact Assessment?
- What are the sources of best practice and guidance?
- Is it written in a clear, coherent and succinct style that is easy to follow?
- Does it draw on a quality and relevant evidence base to support assertions?
- Has development been shaped by the involvement and consultation of a range of internal and external stakeholders?
- Is it clear how staff and stakeholders will be kept updated during the development of the policy or strategy?
- Is there a communication plan outlining how the policy or strategy will be disseminated and implemented?

Appendix 3: Strategy template

The following template sets out the key headings and a description of the content that should be included in a strategy. The template is similar to that of a policy, with the key difference being the provision of detailed information on '*where you are now*', '*where you want to be*' and '*how you will get there*'. The strategy should outline a plan of action either incorporated within the text of the document or as a separate action plan as an appendix.

SEND Strategy Refresh

[Choose a title that it is simple and clearly conveys the strategy's content.]

V0.1

Document Control

[This should include document details, version history, approval history, and equality impact assessment record.]

Document details

Name	<i>SEND Strategy Refresh</i>
Version number	<i>V0.1</i>
Status	<i>Draft</i>
Author	<i>Caroline Penfold</i>
Lead officer	<i>Emma Ferrey</i>
Approved by	<i>Cabinet</i>
Review date	<i>October 2018</i>
Supersedes	<i>SEND Strategy 2015-19 and Post-16 SEND Strategy 2013-15</i>
Target audience	<i>Children's & Adults' Services Staff</i>
Related to	

Version history

Version	Status	Date	Dissemination/Change
V0.1	<i>1st draft</i>	<i>22 May 2017</i>	<i>Schools via e-bulletin, schools' focus group, post-16 focus group, parents' consultation, children and young people consultation.</i>
V0.2			

Approval history

Version	Status	Date	Approved by

Equality Impact Assessment record

Date	Completed by	Review date
May 2017	Pooneeta Mahadeo/ Emma Ferrey	October 2018

Contents

Data:

- The range of SEND, recent trends and likely changes in the future
- Effectiveness of current provision in supporting children and young people with SEND
- Effectiveness of current provision in preparing children and young people for adult life
- The range of SEND which would be met generally by mainstream providers
- The range of SEND which would be met generally by specialist providers
- The range of SEND which would be met generally by highly specialised providers

Addressing gaps in provision

Allocating resources to deliver provision

Support for mainstream schools in meeting the SEND of a wider range of pupils

Changes to the focus of existing specialist places

Creation or expansion of:

- specialist provision attached to mainstream schools
- special schools

Strategic engagement with specialist providers in the non-maintained and independent sector

Collaboration between local authorities

Value for money approaches in special schools and specialist institutions

[Page numbers are not currently available.]

Foreword

In Havering we are committed to developing the most inclusive communities which are welcoming and supportive of all. Our aspiration is that all our children and young people have the best opportunities to achieve and fulfil their potential. For children and young people with special educational needs and disabilities (SEND) we want them to enjoy their education in the most inclusive environment possible and be supported in participating as fully as they can in the lives of their schools and local community. This will support young people to successfully transition into a productive, enjoyable and stable adult life.

Executive summary

The Strategy will support the re-shaping of both the provision and the funding formula for support to pupils with SEND aged 0-25 years.

Re-shaping of provision will include

- Re-designating special schools where possible/ necessary to better reflect their intake
- Expanding provision in our special schools where necessary
- Develop the new free school for children and young people with SEMH (social, emotional and mental health difficulties). This would be for pupils aged from 3 – 16 years, and who are at the more complex end of the SEMH spectrum.
- Reviewing how alternative provision is provided, in line with government guidance regarding schools' responsibilities for educating excluded pupils
- Developing sufficient, high quality ARP provision (particularly important if special schools are re-designated)
- Investing in workforce training to ensure staff across all schools: mainstream, ARP and special, feel confident in supporting pupils with additional needs to achieve.

Funding formula re-calibration will include:

- Ensuring schools and academies have sufficient funding in their delegated budget to enable them to support pupils' SEND where required. A proposal to increase the hourly rate (to, for example, £14 per hour) would mean that the £6,000 buys 11 rather than 12 hours with the cost of the additional hour falling to the high needs budget. This cost would be approx. £550k.
- Additional funding to schools that take in disproportionately high numbers of children with SEN. This would be helped by implementing the point above but we would revisit the formula used in our "SEN Headroom" factor.
- Realistic and consistent funding levels for schools with ARPs, both SEN and Emotional and Behavioural (SEMH).
- A review of special school funding to include matrix levels
- Additional funding to address high needs in early years
- Monitoring of increasing costs of residential and independent school placements
- Cost of developing local provision, e.g. Corbets Tey @ The Avelon, that will eventually reduce the costs of external provision
- A review of post 16 SEN costs up to 25.

Introduction

Purpose

The Strategy Refresh is requested by central government as part of the consultation on funding formulas.

The Refresh provides an opportunity to reflect on what has already been delivered from the SEND Strategy, as well as its gaps, as priorities have changed and shifted.

The SEND Strategy highlighted the need for more ARPs within mainstream schools and this policy is being successfully implemented in a number of schools. However, more provision is required, both within existing categories and under new and emerging categories such as social, emotional and mental health. The strategy refresh will provide a longer term vision, incorporating the development of new, specialist provision, re-designation of special schools, increase in ARPs, workforce development to better support increasing complexity of need at all types of institution and clear, data-led analysis to bid for additional provision/ funding. All of which will enable Havering to develop provision which can meet need, is well-regarded by parents and pupils and which delivers high quality provision.

Vision

Havering's vision is to ensure that every child and young person will go to a good or outstanding education provision, have access to the best teaching and benefit from settings and schools and other providers working in partnership with each other to share the best practice as they continue to improve.

We expect all provision to be aspirational in supporting pupils with SEND to gain appropriate qualifications, alongside building their social and employability skills, and then onto becoming an active and contributing member of their community. We want to support young people (and their parents) to aspire to a life which is as independent as possible and which includes some form of work, whatever this might look like for each young adult, depending on their need.

Aims, objectives and outcome

[The description of the future is described in the vision; strategic aims and objectives. Define In order to achieve this vision we will:

- Re-designate special schools where possible/ necessary to better reflect their intake
- Expand provision in our special schools where necessary
- Develop a new free school for children and young people with SEMH (social, emotional and mental health difficulties). This would be for pupils aged from 3 – 16 years, and who are at the more complex end of the SEMH spectrum.
- Review how alternative provision is provided, in line with government guidance regarding schools' responsibilities for educating excluded pupils
- Develop sufficient, high quality ARP provision (particularly important if special schools are re-designated)
- Invest in workforce training to ensure staff across all schools: mainstream, ARP and special, feel confident in supporting pupils with additional needs to achieve.
- Ensure schools and academies have sufficient funding in their delegated budget to enable them to support pupils' SEND where required. A proposal to increase the hourly rate (to, for example, £14 per hour) would mean that the £6,000 buys 11 rather than 12 hours with the cost of the additional hour falling to the high needs budget. This cost would be approx. £550k.
- Re-assess additional funding to schools that take in disproportionately high numbers of children with SEN. This would be helped by implementing the point above but we would revisit the formula used in our "SEN Headroom" factor.
- Implement realistic and consistent funding levels for schools with ARPs, both SEN and Emotional and Behavioural (SEMH).
- Review special school funding to include matrix levels
- Re-assess additional funding to address high needs in early years
- Monitor of increasing costs of residential and independent school placements
- Invest to save – weighing up the cost of developing local provision, e.g. Corbets Tey @ The Avelon, that will eventually reduce the costs of external provision
- Review post 16 SEN costs up to 25.

Link to the Corporate Plan – the refresh of the strategy will support the following outcomes:

- Improve the educational attainment of all our children and young people
- Encourage residents to play an active part in their communities through volunteering
- Increase the number of residents in paid employment
- Continue to work with health partners to integrate our social care and health services to produce better outcomes for local people
- Ensure that feedback from children and their families, adults and carers is sought and acted upon in order to improve the quality of interventions
- Focus resources where they deliver best value.
- Continue to work with other boroughs in Local London to make the case for devolution and to secure better funding and resources for Havering

Key actions

Changes will be driven through the Learning and Achievement Division, focussing on:

- workforce development
- improving data collection, consistency and usage
- better and earlier planning for increasing complexity of need and increasing numbers

A full action plan will be part of the final draft of the Strategy Refresh, available in September 2017.

Measures of performance

These will be included in the action plan in September 2017 (see Key Actions above)

Timescales

The Strategy will be applicable until October/ November 2022.

Related documents

To be confirmed in draft final Strategy (available in September 2017)

Consultation

Consultation with pupils through Advocacy for All.

Consultation with parents through Positive Parents.

Consultation with schools through survey in e-bulletin and focus group of pre-16 providers

Consultation with post-16 providers through a small focus group.

Authorisation and communication

The strategy has been authorised by Corporate Management Team (CMT). It will be communicated to all those with a stake in it or involved in its implementation by dissemination through schools, post-16 institutions, Positive Parents, youth groups and will be available on the Local Offer website.

Implementation and monitoring

The action plan will outline measures to monitor the successful implementation of the Strategy.

Action plan

A full action plan will be part of the final draft of the Strategy Refresh, available in September 2017.

Monitoring actions and performance

The implementation of the strategy and monitoring of such will sit with the SEND Board.

Evaluation and review

The strategy will be reviewed annually via the SEND Board and through stakeholder feedback through the Local Offer.

Further information

Further information can be sought from Trevor Cook, Caroline Penfold, David Allen or Emma Ferrey as part of the SEND Review Steering Group.

Appendix 1: Equality Impact Assessment

[Attach the EIA carried out as part of the development of the strategy.]

Action plan

Corporate goal and strategic outcome	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Impact on other services and organisation
<ul style="list-style-type: none"> - Improve the educational attainment of all our children and young people - Encourage residents to play an active part in their communities through volunteering - Increase the number of residents in paid employment - Continue to work with health partners to integrate our social care and health services to produce better outcomes for local people - Ensure that feedback from children and their families, adults and carers is sought and acted upon in order to improve the quality of interventions - Focus resources where they deliver best value. - Continue to work with other boroughs in Local London to make the case for devolution and to secure better funding and resources for Havering 	<i>Pupils placed appropriately</i>	<i>Workforce development</i>	<i>Pupils gain appropriate qualifications</i>	<i>Staff in schools and colleges. Appropriate training courses/ providers.</i>	2022	<i>Lisa Harvey</i>	<i>School improvement</i>
	<i>Support young people into positive adulthood</i>	<i>Develop volunteering scheme for SEND</i>	<i>Disabled adults are an integral part of their community, improving their wellbeing</i>	<i>Havering Volunteer Centre support</i>	2018	<i>Crina Popa</i>	<i>Adults' services</i>
	<i>Prepare young people for work</i>	<i>Increase work experience opportunities</i>	<i>Disabled adults more able to participate in some kind of employment</i>	<i>Staff time to build employer relationships. Resources for job coaches</i>	2022	<i>Crina Popa</i>	<i>Adults' services</i>
	<i>Incorporate health & care duties into Refresh</i>	<i>Cross-discipline working through PfA Team and others</i>	<i>CYP less likely to have severe health needs as pro-active support maintains better health</i>	<i>Sufficient health provision across ages & stages Staff - to work closely together</i>	Ongoing	<i>Crina Popa/ Lisa Harvey</i>	<i>NELFT Havering CCG CAD Team Adults' services</i>
	<i>Regular evaluation of Refreshed Strategy</i>	<i>Ongoing & regular meetings with parents & consultation with CYP</i>	<i>Parents & CYP feel listened to and provision of choice id delivered across the borough</i>	<i>Staff time to attend consultations/ meetings</i>	Ongoing	<i>Caroline Penfold/ CAD Team</i>	<i>Commissioning Team Positive Parents Advocacy for All</i>
	<i>Better planning of complexities of need across provision</i>	<i>Re-designate special schools, increase ARPs, develop workforce in mainstream</i>	<i>Clear pathways depending on levels of need whilst still allowing for parental choice</i>	<i>Resources for developing new provisions/ places & improving current provision/ places</i>	Ongoing	<i>Caroline Penfold/ CAD Team/ School Provision & Commissioning Team</i>	
	<i>Join up with B&D and Redbridge where appropriate</i>	<i>Collaborate on SEND Review</i>	<i>Economies of scale achieved where resources can be shared.</i>	<i>Staff time to attend meetings.</i>	Ongoing	<i>Caroline Penfold</i>	

Ref.	Description	2013/14 Outturn (End-of-year)	2014/15 Target	Link to Corporate goal and Strategic outcome
<i>Identify the measures that will be used to assess progress and success; often these will take the form of performance indicators, but could also be significant outputs or benefits to be realised, etc.</i>				
	Consistent and appropriate placing of pupils from early years through to post-16	n/k	n/k	As above
	Improved data resulting in better tracking and projections	n/k	n/k	As above
	Fewer exclusions of SEND	n/k	n/k	As above

Equality Impact Assessment (EIA)

Document control

Title of activity:	<i>Special Educational Needs and Disabilities(SEND) Strategy Review</i>
Type of activity:	<i>Strategy</i>
Lead officer:	<i>Trevor Cook, Education Provision Commissioning Manager, Children's Services</i>
Approved by:	<i>Tim Aldridge, Director Children's Services</i>
Date completed:	<i>May 2017</i>
Scheduled date for review:	<i>If applicable. Please provide a reason if it does not need to be reviewed</i>

The Corporate Policy & Diversity team requires **5 working days** to provide advice on EIAs.

Did you seek advice from the Corporate Policy & Diversity team?	Yes / No
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	Yes / No

1. The EIA

Background/context:

Over the past few years, the government has introduced a number of changes to how children and young people with special educational needs, as well as their families, are supported. The main change has been through the introduction of the Children and Families Act 2014. The Act set out to ensure that local authorities work in partnership with health, social care, schools, colleges and other key partners to ensure that children, young people and their families receive joined-up, high quality and appropriate services.

Last year, the government announced proposals to consult on how funding is given to local authorities and schools to support children and young people with SEND. As part of this, local authorities are required to refresh their SEND Strategy to ensure that it is up to date, reflects current and predicted trends, and provides clarity on how the authority expects different levels of needs to be met and where its current and future gaps in provision are.

Havering's vision

In Havering we are committed to developing the most inclusive communities which are welcoming and supportive of all. Our aspiration is that all our children and young people have the best opportunities to achieve and fulfil their potential. For children and young people with special educational needs and disabilities (SEND) we want them to enjoy their education in the most inclusive environment possible and be supported in participating as fully as they can in the lives of their schools and local community.

Local authorities, schools and other education providers have important responsibilities for children and young people with SEN and disabilities and for those who need alternative provision, as set out in the Children and Families Act 2014.

We recognise that for these responsibilities to be discharged most effectively we have a duty to further develop our strong partnership working with all of our education providers (in particular mainstream and special schools, and alternative provision). We want to work with schools and colleges to develop a shared understanding of where different types of need are best met, and how we can support that development. This vision and shared understanding will be a key part of our published local offer of SEN provision and services.

Proposed changes

Provision:

- Re-designating special schools where possible/ necessary to better reflect their intake
- Expanding provision in our special schools where necessary
- Develop the new free school for children and young people with SEMH (social, emotional and mental health difficulties). This would be for pupils aged from 3 – 16 years, and who are at the more complex end of the SEMH spectrum.
- Reviewing how alternative provision is provided, in line with government guidance regarding schools' responsibilities for educating excluded pupils
- Developing sufficient, high quality ARP provision (particularly important if special schools are re-designated)
- Investing in workforce training to ensure staff across all schools: mainstream, ARP and special, feel confident in supporting pupils with additional needs to achieve.

Funding:

- Ensuring schools and academies have sufficient funding in their delegated budget to enable them to support pupils' SEND where required.
- Funding to schools that recognises those that take in disproportionately high numbers of children with SEN.

- Realistic and consistent funding levels for schools with ARPs, both SEN and Emotional and Behavioural (SEMH).
- A review of special school funding to include matrix levels
- Additional funding to address high needs in early years
- Monitoring of increasing costs of residential and independent school placements
- Cost of developing local provision, e.g. Corbets Tey @ The Avelon, that will eventually reduce the costs of external provision
- A review of post 16 SEN costs up to 25.

*Expand box as required

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact: <i>The commissioning of this special free school is part of the programme arising out of the SEND strategy review which seeks to ensure that all children have their special educational needs met as appropriately as possible irrespective of their age. The special free school would impact positively on all children identified with Communication and Interaction, Social, Emotional and Mental Health needs.</i></p>	
<p>Evidence: Our best measure of the prevalence of SEND amongst younger children is the number of children known to the 0-5 Children and Disabilities (CAD) team. There were 372 children in 2015, up from 164 in 2014 and 138 in 2013. The great majority of referrals and most of the growth in referrals relate to communication and interaction issues</p> <p>Currently, there are more than 3400 children with SEND in Havering schools. It's likely that around 1 in 10 children in Havering aged 5 to 16 years (3,093 children) currently have a mental health disorder. This figure can be broken down as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 3.5% (1,194) have emotional disorders such as phobias, anxiety, OCD <input type="checkbox"/> 5.5% (1,862) have conduct disorders such as aggression and vandalism <input type="checkbox"/> 1.5% (505) have hyperkinetic disorders including hyperactivity and ADHD 	
<p>Sources used:</p> <ul style="list-style-type: none"> • Havering Data Intelligence Hub- Special Educational Needs and Disability (SEND) Needs Assessment –Deep dive for 2016/17. 	
Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact: <i>As part of the council's SEND review and the wider development in creating an inclusive environment better able to meet the needs of vulnerable children is the improvement of the infrastructure when expanding or creating new additional resource provision for SEN pupils. The overall impact is therefore positive as the commissioning of this special free school will enable this. The new premises will be DDA compliant and will cater for the full range of conditions with an improved disability access, facilities and specially resourced areas that will provide the appropriate levels support needed.</i></p>	

<p>Evidence: The total number of pupils with statements or EHC plans attending mainstream primary and secondary schools is projected to increase from 639 in 2015/16 to 771 in 2020/21 (21% increase). The highest increase is in Communication and Interaction needs. As part of the council's school expansion programme, capital money has been invested and used to improve the provision at 2 of our additionally resourced provisions and the establishment of a new unit in one of our primary schools.</p>
<p>Sources used:</p> <ul style="list-style-type: none"> • Havering's Commissioning Plan for Education Provision 2015/16 – 2019/20 • Havering School Planning data pack 2016/17

Sex/gender: Consider both men and women								
<p><i>Please tick (✓) the relevant box:</i></p> <table border="1"> <tr> <td>Positive</td> <td><input checked="" type="checkbox"/></td> <td rowspan="3"> <p>Overall impact: <i>Overall, the commissioning of this Special free school will impact equally upon all the children with Communication and Interaction, Social, Emotional and Mental Health needs, although national trends indicate that more than two-thirds of children with SEND are male.</i></p> </td> </tr> <tr> <td>Neutral</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Negative</td> <td><input type="checkbox"/></td> </tr> </table>		Positive	<input checked="" type="checkbox"/>	<p>Overall impact: <i>Overall, the commissioning of this Special free school will impact equally upon all the children with Communication and Interaction, Social, Emotional and Mental Health needs, although national trends indicate that more than two-thirds of children with SEND are male.</i></p>	Neutral	<input type="checkbox"/>	Negative	<input type="checkbox"/>
Positive	<input checked="" type="checkbox"/>	<p>Overall impact: <i>Overall, the commissioning of this Special free school will impact equally upon all the children with Communication and Interaction, Social, Emotional and Mental Health needs, although national trends indicate that more than two-thirds of children with SEND are male.</i></p>						
Neutral	<input type="checkbox"/>							
Negative	<input type="checkbox"/>							
<p>Evidence: About 120 boys and 50 girls are identified with SEND in Year Reception. The number of children with SEND in each year group then increases to around 230 boys and 100 girls in Year 2 to Year 6 and thereafter slowly decreases to 160 boys and 70 girls in Year 11. However, very few children with SEND are formally recorded as such before they enter school.</p>								
<p>Sources used:</p> <ul style="list-style-type: none"> • Havering Data Intelligence Hub- Special Educational Needs and Disability (SEND) Needs Assessment –Deep dive for 2016/17. • Office for National Statistics (ONS) 								

Ethnicity/race: Consider the impact on different ethnic groups and nationalities								
<p><i>Please tick (✓) the relevant box:</i></p> <table border="1"> <tr> <td>Positive</td> <td><input checked="" type="checkbox"/></td> <td rowspan="3"> <p>Overall impact: <i>The new special free school will impact positively on all children with Communication and Interaction, Social, Emotional and Mental Health needs, their parents and carers in line with the proportion of their ethnic group in the population as a whole.</i></p> </td> </tr> <tr> <td>Neutral</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Negative</td> <td><input type="checkbox"/></td> </tr> </table>		Positive	<input checked="" type="checkbox"/>	<p>Overall impact: <i>The new special free school will impact positively on all children with Communication and Interaction, Social, Emotional and Mental Health needs, their parents and carers in line with the proportion of their ethnic group in the population as a whole.</i></p>	Neutral	<input type="checkbox"/>	Negative	<input type="checkbox"/>
Positive	<input checked="" type="checkbox"/>	<p>Overall impact: <i>The new special free school will impact positively on all children with Communication and Interaction, Social, Emotional and Mental Health needs, their parents and carers in line with the proportion of their ethnic group in the population as a whole.</i></p>						
Neutral	<input type="checkbox"/>							
Negative	<input type="checkbox"/>							

<p>Evidence:</p> <p>The growing number of Asian/Black/Mixed pupils holding statements reflects the changing ethnic diversity of the Borough. The number of Asian/Black or Black British children receiving SEN support is increasing but the proportion is still low in comparison to pupils in mixed or white British ethnic groups. This may be a cultural artefact whereby Asian/ Black families are less willing to have their children ‘labelled’ as having special educational needs.</p> <p>Interestingly, Black or Black British children who have been identified as having special educational needs are more likely to have been issued a Statement historically. The data showing the awarding of an Education, Health and care Plan shows no significant difference so far.</p>
<p>Sources used:</p> <ul style="list-style-type: none"> • Havering Data Intelligence Hub- Special Educational Needs and Disability (SEND) Needs Assessment –Deep dive for 2016/17. • School Census January 2016

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <p><i>The overall impact is neutral. The SEN strategy review which has identified as a priority, the need to commission a provision that will meet the demand of pupils with Communication and Interaction, Social, Emotional and Mental Health need. It also seeks to ensure that the special educational needs of all pupils will be met irrespective of their religious belief or none.</i></p>	
Evidence:	
Sources used:	

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input checked="" type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <p><i>The overall impact is neutral. The SEN strategy review which has identified as a priority, the need to commission a provision that will meet the demand for pupils with Communication and Interaction, Social, Emotional and Mental Health need. It also seeks to ensure that the special educational needs of all pupils will be met irrespective of their sexual orientation.</i></p>	
Evidence:	

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Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input checked="" type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact: <i>The overall impact is neutral. The SEN strategy review which has identified as a priority, the need to commission a provision that will meet the demand for pupils with Communication and Interaction, Social, Emotional and Mental Health need. It also seeks to ensure that the special educational needs of all pupils will be met irrespective of their previous or current gender identity.</i>	
Evidence: The impact on gender reassignment is unknown as this data is not recorded.	
Sources used:	

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input checked="" type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact: <i>The overall impact is neutral. The SEN strategy review which has identified as a priority, the need to commission a provision that will meet the demand for pupils with Communication and Interaction, Social, Emotional and Mental Health need. It also seeks to ensure that the special educational needs of all pupils will be met.</i>	
Evidence:	
Sources used:	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Overall impact: <i>The overall impact is for this group is neutral. The SEN strategy review which has identified as a priority, the need to commission a provision that will meet</i>	

Neutral	√	<i>the demand for pupils with Communication and Interaction, Social, Emotional and Mental Health need. It also seeks to ensure that the special educational needs of all pupils will be met.</i>
Negative		
Evidence:		
Sources used:		

Socio-economic status: Consider those who are from low income or financially excluded backgrounds		
<i>Please tick (✓) the relevant box:</i>		Overall impact: <i>The overall impact is positive for children who are from low income or financially excluded backgrounds. The strategy review has identified the need for targeted support for these pupils. Their rate of learning will improve as focus shifts to prevention and early intervention by the commissioning of this specialist provision as it will in addition; address the risk factors for SEND pupils with Communication and Interaction, Social, Emotional and Mental Health needs.</i>
Positive	√	
Neutral		
Negative		
Evidence: A report published by Joseph Rowntree Foundation that poverty is both a cause and an effect of SEND and makes a series of recommendations, including the need to prioritise SEND by Policy-makers, school and early years leaders. 1 in 5 children in Havering live in poverty and the prevalence of SEND is highest in those areas with the highest levels of deprivation when compared with the more affluent areas.		
Sources used: <ul style="list-style-type: none"> • Havering Data Intelligence Hub- Special Educational Needs and Disability (SEND) Needs Assessment –Deep dive for 2016/17. • Joseph Rowntree Foundation, Special educational needs and their links to poverty, 2016. 		

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

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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

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

Document is Restricted

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