



# CABINET

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|----------------|--|--|
| <b>7.30 pm</b> | <b>Wednesday<br/>20 September 2017</b> | <b>Council Chamber -<br/>Town Hall</b> |
|----------------|--|--|

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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**e-mail: [debra.marlow@onesource.co.uk](mailto:debra.marlow@onesource.co.uk)**



**Please note that this meeting will be webcast.  
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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 - 6)

To approve as a correct record the minutes of the meeting held on 9<sup>th</sup> August, 2017, and to authorise the Chairman to sign them.

### **5 ICT RESOURCES REVIEW** (Pages 7 - 78)

### **6 RESTRICTIONS ON ALCOHOL CONSUMPTION IN ROMFORD TOWN CENTRE** (Pages 79 - 108)

### **7 QUARTER 1 CORPORATE PERFORMANCE REPORT (2017/18)** (Pages 109 - 128)

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**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 9 August 2017**  
**(7.30 - 7.50 pm)**

**Present:**

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 Jason Frost          | Deputy Cabinet Member for Environment, Regulatory Services & Community Safety |

Apologies were received for the absence of Councillors Joshua Chapman and Keith Darvill (substituted by Councillor Denis O'Flynn).

**16 DISCLOSURES OF INTEREST**

There were no declarations of interest.

**17 MINUTES**

The minutes of the meetings held on 5<sup>th</sup> July, 2017 and 19<sup>th</sup> July, 2017 were agreed as a correct record and signed by the Chairman.

18     **BUSINESS RATES - DISCRETIONARY REVALUATION SUPPORT SCHEME**

Councillor Clarence Barrett, Cabinet Member for Financial Management, Transformation and IT presented the report of Dave Gibbs, Head of Revenues and Transactional Finance to Cabinet.

The report sets out the Council's proposals for administering the Revaluation Support Scheme (RSS) which is outside the scope of the provision of standard relief. In the March, 2017 Budget, the Chancellor announced that the Government would provide £300 million to support the businesses most adversely affected by the recent revaluation of commercial properties. The funding will be available over a period of four years.

The RSS will allow Havering to grant relief of up to £1.696 million and will be applied to fully fund the award of relief to eligible businesses across the local share (split between the Council and the GLA) and the central share. The Government have confirmed that Authorities must use their annual allocation within each year. It will not be permissible to carry over any unspent allocation.

The proposed scheme will apply an equal allocation to all accounts which:

- Have a rateable value of between £15,000 and £50,999
- Have incurred an increase of 2% or more in business rates compared to 2016/17
- are occupied; and
- are not in receipt of any Mandatory or Discretionary Relief.

Limiting the Rateable Value thresholds will ensure the maximum support for smaller businesses and independent traders.

Qualifying properties with a Rateable Value below £12,000 will already receive 100% relief under a separate relief scheme. Tapered relief is also available to business with a Rateable Value between £12,000 and £15,000.

The total assistance the Council will be able to offer for 2017/18 is limited to the funding provided of 0.989 million. An analysis of the tax base has been undertaken and it has been established that there are 1,422 properties within the Rateable Value range of £15,000 to £50,999. Within these properties 308 have either experienced a decrease in their rates charge or their charge has been limited to a maximum of 2%.

The proposal will therefore provide relief to up to 1,114 small businesses to a maximum amount of £887.79 each. Exclusions will apply including Betting Shops and Pay Day Lenders as depicted in Appendix 1 of the report.

Properties which were not on the rating list as of 1st April, 2017, will not be eligible for the relief.

The scheme and levels of funding allocation will be kept under review.

Relief will be dealt with by way of application. The Council will deal with all applications proactively; visiting premises to ensure applications are made correctly and processed expeditiously.

**Cabinet:**

- **APPROVED** the proposed Discretionary Revaluation Support Scheme as set out in the report to Cabinet.
- **NOTED** that the scheme will be reviewed after year 1 by the Chief Financial Officer in consultation with the Lead Member to ensure that the scheme is delivering maximum support to businesses.

**Reasons for the Decision:**

- The Council is required by central government to implement a Discretionary Revaluation Support Scheme. The Council does not have the ability to abstain from the implementation of the scheme.

**Other Options Considered:**

- There were other criteria upon which the scheme could be based. However, it was considered that the proposals outlined in the report, best seek to maximise the support to small businesses.

19 **2016/17 TREASURY MANAGEMENT ANNUAL REPORT AND PROPOSED CHANGE TO THE 2017/18 TREASURY MANAGEMENT STRATEGY**

Councillor Clarence Barrett presented the report of Stephen Wild to Cabinet detailing the London Borough of Havering's Report on the performance of the treasury management function. This report needs to go to full Council at least twice yearly (mid-year and at year end).

The final 2016/17 Treasury position is set out in Appendix 1 of the report.

The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.

The Authority will aim to achieve the optimum yield on investments commensurate with acceptable levels of security and liquidity. The investment performance for 2016/17 was detailed as follows:

| <b>Benchmark</b> | <b>Benchmark<br/>Return<br/>%</b> | <b>Budgeted<br/>Rate<br/>Return<br/>%</b> | <b>of<br/>Actual<br/>Rate<br/>Return<br/>%</b> | <b>of<br/>Investment<br/>interest<br/>Earned* (£'m)</b> |
|------------------|-----------------------------------|---|--|---|
| <b>Quarter 1</b> | 0.58                              | 0.60                                      | 0.77   | 0.237   |
| <b>Quarter 2</b> | 0.51                              | 0.60                                      | 0.76   | 0.478   |
| <b>Quarter 3</b> | 0.47                              | 0.60                                      | 0.69   | 0.923   |
| <b>Quarter 4</b> | 0.44                              | 0.60                                      | 0.72   | 1.469   |

The UK bank rate fell to 0.25% in August 2016 keeping short term money market rates at historically low levels.

The Authority had £212.7 million of loans and £200.9 million of investments at year end.

The Authority appointed Arlingclose Limited as treasury management advisers. Officers receive specific advice on investment, debt and capital management throughout the year on a daily basis. This is augmented by a quarterly strategy review meeting with the s151 Officer and the Lead Cabinet Member for Finance. The s151 Officer has a duty of due diligence and this is part of the statutory role. All investments are considered in the light of professional advice.

Proposed changes to the 2017/18 Treasury Management Strategy Statement are set out in the report. Officers and the Treasury Adviser constantly scan the market to identify suitable investment opportunities. This is important to ensure investment income budget targets are met.

The proposed changes are requested to ensure officers have the scope to investigate investments that will bring higher returns than are currently available in the strategy.

**Cabinet:**

- **NOTED** the final 2016/17 Treasury Position set out in the report.
- **NOTED** the treasury and prudential indicators as set out in Appendix 3 of the report; and
- **RECOMMEND** Full Council consider this report and approve the proposed changes to the 2017/18 Treasury Management Strategy Statement (TMSS) as set out in Appendix 4 of the report.

**Reasons for the Decision:**

- The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that Authorities report on the performance of the treasury management function to Full Council at year end.

**Other Options Considered:**

- The other option was to not report the performance of the treasury function and request approval of the amendments to the 2017/18 Treasury Management Strategy. However, as this would be in breach of CIPFA's TM Code, which was not appropriate.

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**Chairman**





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## CABINET

### Subject Heading:

ICT Resources Review

### Cabinet Member:

Cllr Barrett

### SLT Lead:

Jane West

### Report Author and contact details:

Priya Javeri

### Policy context:

All policies

### Financial summary:

Additional Revenue funding of £1.055m in 17/18 to be funded on a one-off basis from the oneSource Reserve.

The reason for the additional expenditure required is due to the requirement to support the council's critical systems CRM and Data Warehouse and security of the infrastructure.

Ongoing pressure of £0.930m in 18/19 will be fed into the 18/19 budget setting process to be considered for approval by Council in Feb 18.

### Is this a Key Decision?

Yes

### When should this matter be reviewed?

This will be reviewed in 12 months from the approval date.

Havering Overview and Scrutiny Board

### Reviewing OSC:

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

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

[x]  
[x]  
[x]  
[x]

|                |
|----------------|
| <b>SUMMARY</b> |
|----------------|

## **1. Purpose of the report**

1.1 In September 2016 the council carried out an external review of the ICT service to assess issues and highlighted areas of potential weakness. The report identified that investment was required to deliver pace and innovation, remove customer dissatisfaction and enable transformed customer operations. A report was presented to SLT and it was agreed that ICT should develop a Business Case for short/medium and long term resources to:

- “Catch up and keep pace” with ICT investment to avoid further risks of unsupported infrastructure.
- Invest in new “modern working”.
- Invest in resources to support the service delivery in delivering the council’s digital ambitions.

1.2 Further investigations into ICT budgets in November 2016 by ICT officers have confirmed that there is insufficient funding specifically to support the council’s key priority systems.

1.3 This new expenditure cannot be met within the 2017/18 approved ICT budget.

1.4 This includes the council’s Customer Relationship Management (CRM) and Data Ware House (DWH) systems. The DWH doesn’t currently have revenue funded support in place. The CRM have a single junior systems support analysts which is not sufficient to provide the level of support and skills that is required by the critical system.

1.5 There is also lack of project management and infrastructure resources to support and deliver urgent security projects and upgrades.

1.6 This report identifies investment required of £1.055m in 2017/18 and £0.930m in 2018/19 to support and improve key priority ICT systems and projects. This is required in order to maintain support and create a robust and secure infrastructure that facilitates innovation and transformation.

1.7 This report therefore sets out a request for an increase in the ICT budget that is required for the IT projects and systems for the current and next financial year.

## **2. Executive Summary of Outcomes**

2.1 The increased budget is required to change the current support model for two critical systems; Data Warehouse /Business Intelligence (BI) and CRM. In addition this will cover resources required to maintain secure systems and security compliance.

2.2 The increased budget will enable the delivery of urgent works that presents risks to the council.

2.3 It will meet the funding need that is required to provide:

- An improved, stable and compliant infrastructure that supports the council's service delivery.
- improved customer experience through better provision of technology
- Improved user satisfaction through dedicated business partnering function
- Improved infrastructure through increase in resource capacity for managing infrastructure projects

|                        |
|------------------------|
| <b>RECOMMENDATIONS</b> |
|------------------------|

**3. Recommendations for the reasons set out in this report:**

- 3.1 That the Cabinet is asked to agree to increase the 2017/18 ICT budget by a total of £1.055m; the increase to be funded from oneSource Reserve.
- 3.2 The Cabinet is asked to note the underlying budget pressure of £0.930m that exists in the ICT budget and that an increase in the base budget from 2018/19 will be put forward in the 2018/19 budget process to be considered for approval by Council in February 2018.

**4. Reasons for the Recommendations**

- 4.1 The current ICT budgets are insufficient to meet the expenditure required to maintain support for CRM and DWH which are critical systems and the increased requirements upon the Council to maintain and provide adequate security.
- 4.2 In addition, a review of the ICT service and its budgetary arrangements has identified that development expenditure on the Data Warehouse and CRM systems has been funded from one-off revenue and capital resources which is not available to fund ongoing support.
- 4.4 A revenue budget gap of £1.055m exists in 2017/18 and an ongoing pressure of £0.930m from 2018/19.

- 4.5 This report sets out the ICT request to ensure there is adequate revenue budget in place for permanent or fixed term resources rather than contracted resources.

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| <b>REPORT DETAIL</b> |
|----------------------|

## **5. Introduction and Background**

- 5.1 A review of ICT services was carried out to assess issues with the ICT service. In summary, the report highlighted a number of issues: Investment in ICT was low and when spending was benchmarked against other London Boroughs the Council was found to be the second lowest in London.
- 5.2 Although the support from the ICT Service desk was satisfactory there was still a requirement for performance improvements. The customers were dissatisfied with the pace of ICT change and innovation. The lack of capacity in ICT to support business projects was a major concern, hampered by inconsistent governance and weak customer relationships.
- 5.3 It is quite clear that the critical systems support was covered with specialist contracted staff through the continuous development cycle. Whilst this can be a short term solution the systems need reliable long term support through more permanent structures.
- 5.4 The ICT service is embarking upon a Service Transformation to address the issues with its structure and to ensure that the service has a functional structure that is not just fit for purpose now, but is fit for purpose in the future.
- 5.5 In the meantime, there is an urgent need to create a more stable support structure for critical teams and address the demand for digital transformation within the council.
- 5.6 There is also an urgent need to invest to provide adequate level of security for our systems and infrastructure. This involves short term investment to buy resources such as staff and tools. This is critical for ongoing security of our systems.
- 5.7 The recent Cyber security and ransomware incidents in the NHS and public sector in general are clear indications of the need for the councils to secure systems and data.
- 5.8 In addition, there is an increasing level of fines which are being imposed by Information Commissioner Officer (ICO) on the councils for failure to protect resident's data.

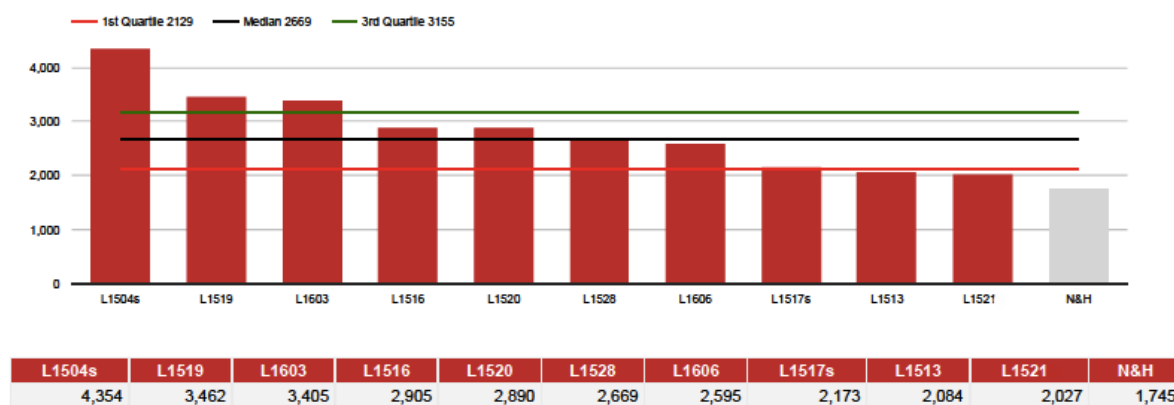
## 5.9 Society of ICT Managers in the Public Sector benchmark – ICT Spend per User

### ICT revenue expenditure per user (£)

Utilises a simple headcount of customers of the ICT service and the total expenditure on ICT in the benchmarking period.

UK-wide results: 1st quartile = 1423, Median = 2308, 3rd Quartile = 3470

[Fig. 2-1066]



## 5.10 Key highlights from the SOCITM benchmarking exercise.

SOCITM carried out an in depth review of the ICT service. The detailed SOCITM report is attached as Appendix 4.

- At £1,745, OneSource has lowest revenue spend per user in London Boroughs data set.
- Clear indication of bottom quartile ICT spends.
- More detailed report provided. Other views show similar conclusion.
- 56 users per ICT FTE; second highest in London Boroughs data
- The ICT Department has a good handle on its technical requirements and upgrade challenges, but may lack the capacity to resolve them.
- Much of the existing capacity is absorbed in “running hard to stand still”.
- The existing architecture and future plans appear sensible and in keeping with peers, although behind the curve in many regards.

- Version upgrades are close to becoming out of support, creating operational and security issues. Plans are in hand to address these matters, but capacity to deliver against these plans is a concern.

## **6. Current Core Shared ICT Budget**

- 6.1 The ICT budgets currently cover provision and maintenance of ICT infrastructure, systems, information governance & security and projects/programmes. Further details of estimated spend for 2017/18 are provided in Appendix 1
- 6.2 This funding request is to support two major critical systems; CRM and DWH in addition to security and projects. The breakdown of the functions including costs for 2017/18 and 2018/19 is detailed in Appendix 2.
- 6.3 It is to be recognised that the current application support team consists of 18 officers and provides support and maintenance for 900+ applications across the two councils. This team has more generic and shared responsibility for business systems across the two councils.
- 6.4 The CRM and DWH are the two applications which have evolved significantly over the past few years and require more specific skills to support these applications. Therefore, there is need to continue providing level of support that these systems need while reducing costs.
- 6.5 This report therefore proposes putting in fixed term contract resources to cover interim urgent need and in some cases replacing current day rate contracted resources by fixed term posts to reduce costs.
- 6.6 In addition, the council needs resources to improve current infrastructure security in light of recent NHS Cyber-attack and other ransomware incidents in the public sector.
- 6.7 The council also needs to prepare for the changes to data protection law which come into effect in May 2018. The General Data Protection Regulations (GDPR) which come into effect next year will have significant impact on the way we collect and share data internally within different systems.
- 6.8 The current core ICT budget is considerably low compared to other London councils as per benchmarking data verified by independent suppliers. This clearly has had an impact on the ICT's ability to manage growing demand on the current critical systems and the growing demand to modernise service delivery.



## **7 Risk Management**

- 7.1 A risk log will be created by the project manager for each individual project and will be discussed at project board meetings and escalated to the IT Strategy Board as appropriate.
- 7.2 Current risks relating to lack of investment and the impact on compliance if the investment case is not approved are listed in Appendix 3.

## **8. Consultation**

- 8.1 The consultation with public is not relevant to the ICT infrastructure projects for which the report seeks approval of the revenue investment.

## **REASONS AND OPTIONS**

### **9. Reasons for the decision:**

- 9.1 ICT service is currently struggling with its ability to support the council's critical systems and projects including secure infrastructure without significant revenue investment in its resources.
- 9.2 Until now, the funding for development of DWH and CRM has been found in capital budgets, which is not sustainable and acceptable for ongoing support.
- 9.3 It is also cost effective for the council to invest in fixed term posts rather than cover these roles through contracted resources.

### **10. Other options considered:**

- 10.1 Do nothing – The CRM and DWH are in need of support and no funding is available for further development. Therefore, do nothing is not an option. For the security projects, the resources are critical to ensure we maintain the infrastructure security. In light of recent cyber security incidents, this is not an option. Keeping the as-is status this would prevent Havering from achieving its ambitious digital vision due to the lack of core infrastructure to build the Havering council of the future.

10.2 Build a business case and deploy resources – to avoid security related risks and better use of resources for the support of the critical systems, it is essential that resources are made available.

10.3 Use Capital funding – The CRM and DWH systems are now in ‘business as usual’ (BAU) phase; therefore, the use of capital funding is no longer appropriate. The security and other projects also need ongoing support therefore allocation of capital funding is not an option.

## **IMPLICATIONS AND RISKS**

### **11. Financial implications and risks:**

#### **11.1 Costs/Funding**

In order to support core ICT systems and provide the level of service identified in this report ICT is requesting a one off increase in its revenue budget for 2017/18 of £1.055m and has identified that it will need £0.930m on an ongoing basis from 2018/19.

#### **Ongoing funding**

#### **17/18 Budgetary pressures**

| <b>Details</b>  | <b>£m</b>    |
|---|--------------|
| Estimated spend on Core Delivery  | 4.680        |
| <b><i>Plus additional spend highlighted in this report (appendix 2)</i></b> |              |
| - Data Warehouse  | 0.160        |
| - CRM   | 0.240        |
| - Security  | 0.135        |
| - ICT Resource (business partner & infrastructure)                          | 0.250        |
| - Increased costs of One Oracle Hosting                                     | 0.020        |
| <b>Total additional Items</b>   | <b>0.805</b> |
| <b>Total estimated spend for 17/18</b>                                      | <b>5.485</b> |
| Revised budget  | 4.430        |
| <b>Budget shortfall</b>   | <b>1.055</b> |
| one off expenditure in 17/18  | 0.295        |
| Ongoing expenditure pressure  | 0.760        |
| <b>Total</b>  | <b>1.055</b> |

The above is split between ongoing pressure of £0.760m and one off of £0.295m.

It is recommended that the increase in budget in 2017/18 of £1.055m is funded through a transfer from the oneSource Reserve which has a current balance of £1.055m and as such will be utilised in full.

Whilst the entire oneSource reserve will be utilised, oneSource can only access these funds with the approval of Havering's section 151 Officer and as such will be expected to continue to manage within the overall oneSource approved budget. Any pressures which cannot be contained will be shared with the partner Councils in line with the Funding Agreement and will then be managed within the overall budgetary envelopes of those Councils.

Within Havering, this would be via an application via the s151 Officer to Corporate funds held for the purposes of managing financial risk, such as the Corporate Risk Budget and/or the Business Risk Reserve. Should Havering receive an underspend from the oneSource shared budgets they will be used to replenish the oneSource Reserve. However, it is unlikely that the oneSource Reserve will reach its current level in the foreseeable future.

#### **18/19 Budgetary pressures**

| <b>Details</b>  | <b>£m</b>    |
|---|--------------|
| Estimated spend on Core Delivery  | 4.620        |
| <b><i>Plus additional spend highlighted in this report (appendix 1)</i></b> |              |
| - Data Warehouse  | 0.160        |
| - CRM   | 0.130        |
| - Security  | 0.050        |
| - ICT Resource (business partner & infrastructure)                          | 0.150        |
| - Increased costs of One Oracle Hosting                                     | 0.020        |
| - Exec View   | 0.020        |
| <b>Total additional expenditure</b>   | <b>0.530</b> |
| <b>Total estimated expenditure for 18/19</b>                                | <b>5.150</b> |
| Revised budget requirement  | 4.220        |
| <b>Funding shortfall/ budget growth required</b>                            | <b>0.930</b> |
| one off expenditure in 18/19  | 0            |
| ongoing   | 0.930        |
| <b>Total</b>  | <b>0.930</b> |

An underlying budget pressure of £0.930m exists in the ICT budget and a bid for an increase in the base budget from 2018/19 will be put forward in the 2018/19 budget setting process to be considered for approval by Council in February 2018.

### **Financial Risks**

ICT costs will still be subject to the same level of risk as other services linked to issues such as staff recruitment, sickness, price increases.

Procurement exercises have yet to be undertaken for a number of areas as such there is a risk that costs may increase and/or cost reductions be achieved. Steps will be taken to manage these risks as part of normal budget management and monitoring processes.

There is a further risk that that rapid changes of ICT and transformation of the Council may mean that plans may need to be revised to meet business requirements. Whilst the Director of ICT does not foresee a requirement for further increases in the medium term, they cannot be ruled out completely. Any further increase in ongoing budget requirements for ICT will be reported for consideration by Cabinet at the appropriate time.

## **12. Risks**

There is additional pressure on ICT to deliver new projects which are yet to be defined by service areas. This will require reassessment and reprioritisation of resources and potential one off funding bids by those services for project resources from the Transformation Reserve

## **13. Legal implications and risks:**

The Council has power under the Localism Act 2011 to purchase equipment software and resources for its IT systems.

If the systems are insecure and there is leakage of personal data, the Council risks being fined by the Information Commissioner under the Data Protection Act 1998.

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

A significant proportion of the investment required to deliver the improvements to the Councils ICT infrastructure (as detailed in this report) will be utilised on additional staff resources. A staff resource plan is being developed and the staff resources are likely to be a mix of short term specialist interim support in the form of agency workers and/or consultants and longer fixed term contracts with staff employed directly by the Council. Where possible and appropriate the

additional roles will be made available to existing employees to apply for. The Councils standard recruitment and selection processes will apply.

**15. Equalities implications and risks:**

N/A

**16. Procurement Comments**

No specific comments however any procurement activity related to this report will be conducted alongside strategic Procurement to ensure adherence to the appropriate procurement guidelines.

|                          |
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| <b>BACKGROUND PAPERS</b> |
|--------------------------|

**Appendix1: ICT 2017/18 estimated spend.**

**Appendix 2: Detailed revenue bid.**

**Appendix 3: Risks and benefits.**

**Appendix 4: External service review report.**

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## oneSource ICT Estimated 2017/18 Spend

| Spend Area  | Details   | £m             |
|---|---|----------------|
| <b>Salaries</b>   |   | <b>6.306</b>   |
| ICT Applications Support  | Support staff for the corporate and line of business systems across both organisations  | 1.410          |
| ICT Architecture and Strategy   | Senior Management costs   | 0.381          |
| ICT Development   | Internal Development staff costs  | 0.318          |
| ICT Educational Computer Centre   | Staff costs for the Support of Schools across Havering only   | 0.229          |
| ICT Information Governance and Security   | Information governance, data protection and security staff costs  | 0.150          |
| ICT Infrastructure  | Infrastructure costs for Server and desktop support   | 0.805          |
| ICT Networks  | Network staff costs for telephony, contact centre and networks  | 0.520          |
| ICT Printing Services   | Printing and Bulk/Digital and Litho printing staff  | 0.515          |
| ICT Projects and Programmes   | Project managers and programme managers   | 0.681          |
| ICT Service Desk  | Service desk frontline staff and field engineers  | 1.297          |
| <b>Agency</b>   |   | <b>1.077</b>   |
| Joint Development Resources ((Norfolk, Newham and Havering - CRM development)   | The majority of the costs in 16/17 were attributed to the Joint development programme agency costs for CRM development, these have now moved on and this figure will reduce going forward although the income off set this. | 0.110          |
| oneSource Agency Staff  |   | 0.967          |
| <b>Application Support - external costs for licensing/maintenance and support) (Swift, info @ work, Iclipse etc.)</b> | External maintenance, licensing and support costs for line of business and corporate system where we hold the budget.   | 0.511          |
| <b>Network/telephony/Internet support and maintenance</b>   | These costs are for the Core and Wide area network (internet) support and maintenance, these also include the Telephony and contact centre support and maintenance contracts across Newham and Havering                     | 1.095          |
| <b>Licensing (Microsoft (inc Support), Cisco etc.)</b>  | This includes the joint Enterprise agreement for Microsoft licensing along with Premier Microsoft support.  | 1.500          |
| <b>Printing services and Multi function devices</b>   | The costs of leasing all the MFD devices, high end printing machines, paper and other promotional material. These costs are off set by income generated for this service area.  | 1.430          |
| <b>Data Centre Maintenance/electricity</b>  | These costs are for running supporting and maintaining the data centres across Newham and Havering - including UPS and Generator maintenance  | 0.170          |
| <b>Equipment and Goods (orders, projects etc.)</b>  | Purchase of goods for resale or for specific projects across all areas of ICT   | 0.800          |
| <b>Total Expenditure</b>  |   | <b>12.889</b>  |
| <b>Income</b>   |   | <b>- 4.441</b> |
| <b>Total Shared Net Expenditure</b>   |   | <b>8.448</b>   |
| <b>Havering Share of above</b>  |   | <b>3,902</b>   |
| <b>Havering non shared spend</b>  | Oracle Licensing, Suport and Hosting  | <b>778</b>     |
| <b>TOTAL Havering Estimated 17/18 Net Expenditure</b>   |   | <b>4,680</b>   |

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## **Detailed Revenue Bid Appendix 2:**

**The details of the revenue request for in year revenue streams :**

- 1) Data Warehouse Support and Development (DWH)**
- 2) Customer Relationship management (CRM) support and maintenance (CRM)**
- 3) ICT Security and Compliance**
- 4) ICT Business Partner and Infrastructure Resources**

### **Data Warehouse (DWH)**

#### **Introduction**

The current implementation of the Data warehouse in Havering, as an operational set of property and person screens, was implemented in early 2015. The number of users was initially low until late 2016, when Social Care users from Troubled Families started making extensive use of the functionality.

It shares a large portion of the source code with the Newham system, so that changes can be introduced on one system and subsequently applied on the other. (e.g. Nomad Person matching software was developed in Newham and implemented in Havering a few months later).

There have been additional challenges in Havering as many of the line of business systems are not fully linked to the NLPG (National Land and Property Gazetteer) and the Person Matching software (Multivue) had not been configured. It is only after the introduction of the Nomad Person matching software in early 2107 that we were able to show truly “joined-up” data.

The DWH in Havering has been introduced to address two major issues: -

- A tactical real time single view of Properties and Persons in the borough. This allows a user (for example a Social Worker) to get a complete all-round picture of the Person’s circumstances, allowing them to make informed decisions.
- Making available data for more Strategic purposes.

Data is fed from the following systems: -

- Council Tax & Benefits
- Housing
- Electoral Register
- CRM
- School Census
- Environment
- Companies House
- NNDR (Business Rates)
- Freedom Pass (TFL)
- Mosaic Data

It is currently supporting work on the following: -

- Property Licencing Pilot. The system was used to highlight (identify potential Private Rented properties) a sample set of properties that have formed the Pilot dataset.

- Troubled Families – users are making use of the Data Warehouse screens to obtain a holistic view of the Household's data, particularly around school attendance and other events

### **Reason for request**

The data warehouse has now been developed to a point where its strategic importance to decision making and predictive analysis are essential to the organisations ability to make key decisions and identify cost savings. Key to this moving forward will be to ensure the Data warehouse is maintained and developed effectively, therefore it is essential the support and development revenue budgets are made available for this.

Below are last year's support and development costs with the required revenue to continue into 17/18 onwards.

Data Warehouse Costs

17/18 Required revenue costs

| Position                | April | May  | June | July | August | September | October | November | December | January | February | March | Total               | Finding          |
|-------------------------|-------|------|------|------|--------|-----------|---------|----------|----------|---------|----------|-------|---------------------|------------------|
| principal DWH Developer | 4800  | 4800 | 4800 | 4800 | 4800   | 4800      | 4800    | 4800     | 4800     | 4800    | 4800     | 4800  | 57600               | Revenue Required |
| principal DWH Developer | 4800  | 4800 | 4800 | 3254 | 3254   | 3254      | 3254    | 3254     | 3254     | 3254    | 3254     | 3254  | 43686               | Revenue Required |
| principal DWH Developer |       |      |      | 3254 | 3254   | 3254      | 3254    | 3254     | 3254     | 3254    | 3254     | 3254  | 29286               | Revenue Required |
| Senior DWH Developer    | 2261  | 2261 | 2261 | 2261 | 2261   | 2261      | 2261    | 2261     | 2261     | 2261    | 2261     | 2261  | 27132               | Revenue Required |
|                         |       |      |      |      |        |           |         |          |          |         |          |       | <b>£ 157,704.00</b> |                  |

Rounded Figure £160,000

18/19 Revenue requirement costs

| Position                | April | May  | June | July | August | September | October | November | December | January | February | March | Total               | Finding          |
|-------------------------|-------|------|------|------|--------|-----------|---------|----------|----------|---------|----------|-------|---------------------|------------------|
| principal DWH Developer | 4800  | 4800 | 4800 | 4800 | 4800   | 4800      | 4800    | 4800     | 4800     | 4800    | 4800     | 4800  | 57600               | Revenue Required |
| principal DWH Developer | 4800  | 4800 | 4800 | 3254 | 3254   | 3254      | 3254    | 3254     | 3254     | 3254    | 3254     | 3254  | 43686               | Revenue Required |
| principal DWH Developer |       |      |      | 3254 | 3254   | 3254      | 3254    | 3254     | 3254     | 3254    | 3254     | 3254  | 29286               | Revenue Required |
| Senior DWH Developer    | 2261  | 2261 | 2261 | 2261 | 2261   | 2261      | 2261    | 2261     | 2261     | 2261    | 2261     | 2261  | 27132               | Revenue Required |
|                         |       |      |      |      |        |           |         |          |          |         |          |       | <b>£ 157,704.00</b> |                  |

Rounded Figure £160,000

## **Customer Relationship management support and Development (CRM)**

### **Introduction**

Havering use Microsoft CRM dynamics (version 2011) a relationship management tool which allows the authority to engage with their citizens, logging all interactions along with providing complex workflow and integrations with back office systems.

There have been significant savings made to date and any impact of the service availability and support would impact the ability of the business areas especially the contact centre to carry out their service.

### **Reason for request**

Whilst there have been a number projects to develop new functionality with in the CRM by transferring transaction from face to face/telephone to an online process through CRM, the ongoing support and maintenance was never factored into the project costs. Up to 16/17 there had been a full development team carrying out this support and maintenance function as part of the project delivery, however this team has now moved on and with this a revenue gap on the support and maintenance which now needs to be identified.

This gap has put significant pressure on the ICT revenue budget which cannot be sustained therefore the need to identify an ongoing revenue budget to fund the support and maintenance is required.

Below are the previous year's costs and the required ongoing revenue budget requirements:

## CRM Costs

### CRM revenue requirements 17/18

For 17/18 there will still be a requirement to retain the current contract support and development staff due to the complexity of the system and the risk to the business of removing there, however there will be a phased replacement which we do not expect to happen until 18/19 with salaried staff (new and existing).

|                        | April   | May     | June    | July    | August  | September | October | November | December | January | February | March        | Total            | Finding                 |
|------------------------|---------|---------|---------|---------|---------|-----------|---------|----------|----------|---------|----------|--------------|------------------|-------------------------|
| CRM Team Leader        | £ 2,440 | £ 2,440 | £ 2,440 | £ 2,440 | £ 2,440 | £ 2,440   | £ 2,440 | £ 2,440  | £ 2,440  | £ 2,440 | £ 2,440  | £ 2,440      | £ 29,280         | Funded from Base Budget |
| Lead Developer         | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500   | £ 4,500 | £ 4,500  | £ 4,500  | £ 4,500 | £ 4,500  | £ 4,500      | £ 54,000         | Revenue Required        |
| Database Administrator | £ 5,130 | £ 5,130 | £ 5,130 | £ 5,130 | £ 5,130 | £ 5,130   | £ 5,130 | £ 5,130  | £ 5,130  |         |          |              | £ 41,040         | Revenue Required        |
| CRM Support Analyst    | £ 5,720 | £ 5,720 | £ 5,720 | £ 5,720 | £ 5,720 | £ 5,720   | £ 5,720 | £ 5,720  | £ 5,720  | £ 5,720 | £ 5,720  | £ 5,720      | £ 68,640         | Revenue Required        |
| CRM Support Analyst    | £ 5,720 | £ 5,720 | £ 5,720 | £ 5,720 | £ 5,720 | £ 5,720   | £ 5,720 | £ 5,720  | £ 5,720  | £ 5,720 | £ 5,720  | £ 5,720      | £ 68,640         | Revenue Required        |
| Apprentice             | £ 800   | £ 800   | £ 800   | £ 800   | £ 800   | £ 800     | £ 800   | £ 800    | £ 800    | £ 800   | £ 800    | £ 800        | £ 9,600          | Revenue Required        |
|                        |         |         |         |         |         |           |         |          |          |         |          | <b>Total</b> | <b>£ 241,920</b> |                         |

**Rounded Figure £240,000**

### 18/19 Revenue requirements

|                        | April   | May     | June    | July    | August  | September | October | November | December | January | February | March        | total            | Funding                 |
|------------------------|---------|---------|---------|---------|---------|-----------|---------|----------|----------|---------|----------|--------------|------------------|-------------------------|
| CRM Team Leader        | £ 2,440 | £ 2,440 | £ 2,440 | £ 2,440 | £ 2,440 | £ 2,440   | £ 2,440 | £ 2,440  | £ 2,440  | £ 2,440 | £ 2,440  | £ 2,440      | £ 29,280         | Funded from Base Budget |
| Lead Developer         | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500   | £ 4,500 | £ 4,500  | £ 4,500  | £ 4,500 | £ 4,500  | £ 4,500      | £ 54,000         | Revenue Required        |
| Database Administrator | £ 1,910 | £ 1,910 | £ 1,910 | £ 1,910 | £ 1,910 | £ 1,910   | £ 1,910 | £ 1,910  | £ 1,910  | £ 1,910 | £ 1,910  | £ 1,910      | £ 22,920         | Funded From Base Budget |
| ICT Specialist Analyst | £ 2,256 | £ 2,256 | £ 2,256 | £ 2,256 | £ 2,256 | £ 2,256   | £ 2,256 | £ 2,256  | £ 2,256  | £ 2,256 | £ 2,256  | £ 2,256      | £ 27,072         | Revenue Required        |
| ICT principal Analyst  | £ 1,884 | £ 1,884 | £ 1,884 | £ 1,884 | £ 1,884 | £ 1,884   | £ 1,884 | £ 1,884  | £ 1,884  | £ 1,884 | £ 1,884  | £ 1,884      | £ 22,608         | Revenue Required        |
| ICT Senior Analyst     | £ 1,581 | £ 1,581 | £ 1,581 | £ 1,581 | £ 1,581 | £ 1,581   | £ 1,581 | £ 1,581  | £ 1,581  | £ 1,581 | £ 1,581  | £ 1,581      | £ 18,972         | Revenue Required        |
| Apprentice             | £ 800   | £ 800   | £ 800   | £ 800   | £ 800   | £ 800     | £ 800   | £ 800    | £ 800    | £ 800   | £ 800    | £ 800        | £ 9,600          | Revenue Required        |
|                        |         |         |         |         |         |           |         |          |          |         |          | <b>Total</b> | <b>£ 132,252</b> |                         |

**Rounded Figure £130,000**

## **ICT Security and Compliance**

### **Introduction**

There are on going threats to the organisation from Malware, Viruses, Hackers, Ransomware, political activists, and changes in legislation and compliance agencies. Citizens, businesses, government and partners want assurance that data and our network is secure and that we have appropriate and up to date technical and soft controls to manage the risks. The council is increasingly making services digital and therefore we must have the appropriate technical controls and resources to respond to the changing landscape and threats.

The council must implement the new data protection law (General Data Protection Regulations) before 25.05.2018. The risk to the council for non compliance is that fines will increase from £500K to £20m and individual or class action can be taken by Data Subjects for compensation. ICT security is a key component of the data protection law. We must therefore ensure that our systems and network are compliant and that the new requirements are fully implemented and maintained.

The council is not fully compliant with the banks Payment Card Industry Data Security Standard (PCI-DSS), which was amended to version 3.2 and included additional requirements. The risk to the council is that non compliance may incur monthly fines from the banks or the cessation of card payments.

### **Reason for request**

ICT security and compliance (data protection and card payments) is a corporate requirement and would impact on all services. The threats to the council are multiple and increase. There are risks to the council's reputation and the prospect of fines for non compliance.

There is pressure on the ICT revenue budget which cannot be sustained therefore the need to identify an ongoing revenue budget to fund the support the implementation of data protection budget, the support and maintenance of systems and necessary resources.

Below are the costs and the required ongoing revenue budget requirements:

## ICT Security Costs

For 17/18 there is a requirement for new resources for the implementation of the data protection law, security and PCI-DSS compliance. Furthermore, there is a revenue requirement for the support and maintenance of new security systems.

For 18/19 the revenue requirement will continue for the Project Manager until May and is ongoing for the annual support and maintenance of new security systems.

### 17/18 Revenue requirements

| Position                      | April | May     | Jun     | Jul      | Aug     | Sep     | Oct     | Nov     | Dec     | Jan     | Feb     | Mar     | Total        | Funding                  |
|-------------------------------|-------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|--------------|--------------------------|
| GDPR Project Manager          |       |         |         | £ 4,500  | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 4,500 | £ 40,500     | one Off Revenue required |
| PCI-DSS & Security Consultant |       | £ 5,000 | £ 5,000 | £ 5,000  | £ 5,000 | £ 5,000 | £ 5,000 | £ 5,000 | £ 5,000 |         |         |         | £ 40,000     | one Off Revenue required |
| Support & Maintenance         |       |         |         | £ 55,000 |         |         |         |         |         |         |         |         | £ 55,000     | Ongoing Revenue Required |
|                               |       |         |         |          |         |         |         |         |         |         |         |         | <b>Total</b> | £ 135,500                |

**Rounded Figure £135,000**

### 18/19 Revenue requirements

| Position              | April   | May     | Jun     | Jul      | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total        | Funding                  |
|-----------------------|---------|---------|---------|----------|-----|-----|-----|-----|-----|-----|-----|-----|--------------|--------------------------|
| GDPR Project Manager  | £ 4,500 | £ 4,500 | £ 4,500 |          |     |     |     |     |     |     |     |     | £ -          | one Off Revenue required |
| Support & Maintenance |         |         |         | £ 55,000 |     |     |     |     |     |     |     |     | £ 55,000     | Ongoing Revenue Required |
|                       |         |         |         |          |     |     |     |     |     |     |     |     | <b>Total</b> | £ 55,000                 |

**Rounded Figure £50,000**

## **ICT Business Partner, Infrastructure Analysts Costs**

In June 2016, SOCITM Consultancy Services were engaged to review the ICT Service. In summary, the report highlighted a number of issues: Investment in ICT was low and when spending was benchmarked against other Boroughs it was found to be the lowest in London. Although the support from the ICT Service desk was satisfactory there was still a requirement for performance improvements. The customers were also dissatisfied with the pace of ICT change and innovation. The lack of capacity in ICT to support business projects was a major concern, hampered by inconsistent governance and weak customer relationships.

A response to the report was taken to SLTs (29th November) which identified a need for wider investment with the main priorities identified as:

- Customer relationship management
- Technology led innovation
- ICT strategy and roadmap planning
- Investment plan
- ICT service structure
- Resource and demand management

The SOCITM report highlighted a need to urgently invest in Customer Relationship Management. This task was previously undertaken by a team of Portfolio Managers and was later absorbed into the functions of the ICT Management Team as a rationalisation exercise. In some areas, this has continued to work but in others the service has degraded. Business areas have been frustrated by the inability to utilise technology to reduce costs.

It is recommended that the service recruit at least one Business Partner for a period of 24 months. This will enable us to develop a strong understanding with each of the senior management teams and their requirements. The main tasks of the business partners are to advise customers on emerging technology opportunities and help them deliver the digital projects.

As we develop new requirements, it will be necessary to ensure we have sufficient development capacity to respond. There is an absence of Business Analysis skills within the current team. To assist the development of new business cases it will be necessary to have Business Analysts (BA's) that can work with our customers to generate new innovative proposals. This resource will work in partnership with the customer teams to help develop new initiatives and outcomes.

The additional projects arising from this programme will require staff to project manage their implementation. Alongside their existing workload, it would not be possible for the existing team to take on this work without project delays.



The SOCITM Report highlighted that the Council has fallen behind in its infrastructure investment and there is a need to catch up. The investment plans described above along with the current service projects is currently imposing a substantial workload on the existing staff that also have to maintain *business as usual*. In order to maintain the service whilst this intense level of activity is ongoing it is necessary to supplement the permanent team with interim staffing. The current situation is that a number of staff are working day and night around the clock to implement the new infrastructure hardware. The same staff are required to attend during the day to support the infrastructure. The infrastructure project failed to address the resource issue, which is now resulting in a pressure on the infrastructure team.

## Risks

The SOCITM review clearly identified the Havering and Newham ICT service as the least resourced ICT service in all London authorities. It was highlighted that there has been significant lack of investment in ICT resources.

The customer survey also highlighted the business user's dissatisfaction with the service due to lack of capacity within ICT. It was quite clear to the business that ICT simply lacks resources required to support the service delivery and critical service projects.

There are various projects that require business partner, analysis and project management resources with expert technical knowledge. The lack of business partner resource has been a critical missing function, which has resulted in ICT not having been able to attend customer meetings and drive innovation.

The SOCITM review highlighted an urgent need to invest into ICT resources to support service delivery. Moreover, there are many infrastructure projects, which lack key resources including the security aspects of ICT, which have resulted in significant security risks to maintain the infrastructure and its architecture to a certain standard.

## ICT Resources 17/18

| Position                       | April | May | Jun | Jul | Aug | Sep     | Oct     | Nov      | Dec      | Jan      | Feb      | Mar      | Total        | Funding          |
|--------------------------------|-------|-----|-----|-----|-----|---------|---------|----------|----------|----------|----------|----------|--------------|------------------|
| Strategic ICT Business Partner |       |     |     |     |     | £ 6,160 | £ 6,160 | £ 6,160  | £ 6,160  | £ 6,160  | £ 6,160  | £ 6,160  | 43120        | Revenue Required |
| InfrastructureAnalystsx2       |       |     |     |     |     | £ 7,042 | £ 7,042 | £ 14,083 | £ 14,083 | £ 14,083 | £ 14,083 | £ 14,083 | 84498        | Revenue Required |
| ProjectManagersx2              |       |     |     |     |     | £ 6,050 | £ 6,050 | £ 6,050  | £ 6,050  | £ 6,050  | £ 6,050  | £ 6,050  | 42350        | Revenue Required |
| Systems Developer              |       |     |     |     |     | £ 6,050 | £ 6,050 | £ 6,050  | £ 6,050  | £ 6,050  | £ 6,050  | £ 6,050  | 42350        | Revenue Required |
| BusinessAnalystsx2             |       |     |     |     |     | £ 6,050 | £ 6,050 | £ 6,050  | £ 6,050  | £ 6,050  | £ 6,050  | £ 6,050  | 42350        | Revenue Required |
|                                |       |     |     |     |     |         |         |          |          |          |          |          | <b>Total</b> | £ 254,668        |

**Rounded Figure £250,000**

## ICT Resources 18/19

| Position                       | April   | May     | Jun     | Jul     | Aug     | Sep     | Oct     | Nov     | Dec     | Jan     | Feb     | Mar  | Total        | Funding                  |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|------|--------------|--------------------------|
| Strategic ICT Business Partner | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | £ 6,160 | 6160 | 73920        | Ongoing Revenue Required |
| BusinessAnalystsx2             | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | £ 6,050 | 6050 | 72600        | Revenue Required         |
|                                |         |         |         |         |         |         |         |         |         |         |         |      | <b>Total</b> | £ 146,520                |

**Rounded Figure £150,000**

### Appendix 3: Details of projects, resources requirement and related Risks/Benefits

| Item               | Description  | Risks of not doing   | Benefits   |
|--------------------|--|--|--|
| CRM system support | The CRM system is one of the most critical system used in the council as is resident facing and hosts all online transactions through Havering portal.   | The current resource model is no longer fit for purpose or sustainable. It is therefore important to ensure the system is supported by fixed term resources while more permanent resources are put in place. | Access for residents to a system that is fully supported and available for use supporting the customer journey and vision for Havering council.              |
| DWH/BI             | The DWH and BI (Business Intelligence) are the two key systems for informed decision making. The council's use of these systems moving forward to make informed decisions, identify fraud and service redesign based on information will become a norm. These are key systems which provide data for service delivery across all services including social care for adults and children. | The key risk for <b>system</b> ?? having an unsupported system will create significant risks for the reports and information that is gathered from PowerBi.  | Informed decision making, prevention of Fraud, ability to remodel service designs, better visibility of council's information to facilitate decision making. |
| Back-up Solution   | The current backup product has insufficient throughput and does not support the upgraded compute and store capability currently being implemented (Nutanix and Tintri). This project is therefore to migrate from the current product to a market leading product that is fit for purpose. This will ensure reliable back ups and confidence in timely recovery.                         | Without a fit for purpose back up system there is danger that the council is not able to back up all its data and thus risks losing  | Confidence that all information is retrievable   |

| Item         | Description  | Risks of not doing  | Benefits   |
|--------------|--|---|--|
|              |  | the critical data.  |  |
| Telephony    | <p>The support contracts for Telephony (Contact Centre and Standard Telephony) will expire during February 2018. Extending existing contracts would result in a significant cost increase, so a new system replacement system is required. Selection of a new system is currently being reviewed at this time; however estimates have been prepared using broad indicative costs. It is urgent that resource is brought in to consider the options available, undertake a soft market test and develop a telephony strategy. If procurement is required, it will already be difficult to have a new solution in place by 1 March 2018.</p> | <p>Failure to procure and implement a replacement telephony system will put the council on significant risk of running telephony on unsupported contracts. One of the suppliers who provide telephony through another reseller has recently filed for bankruptcy. Any additional risks as a result of that will continue whilst we remain with the existing supplier.</p> | <p>This approach will allow us to look at leading edge solutions providing greater mobility and flexible working along with the ability to integrate more social media elements. Providing the ability for our customers to transact with us using media they are more comfortable with.</p> |
| Online Forms | <p>The support contract for current Online Forms system (Achieve Forms) comes to an end in December 2017. There are currently 1000+ forms supported via oneSource, which have been developed over the last 10 years since the Council first started providing on-line transactional services.</p> <p>Working with departments and Customer Services, interim resources will be required to review forms and where relevant redevelop them in the latest version of the Achieve product exploiting additional features. Many of the forms have little</p>   | <p>Failure to upgrade the current forms into the new version in time will mean the critical front facing online forms will be held on the old and unsupported platform, we have no choice but to move to the</p>  | <p>This project will allow us to review the current usage and effectiveness of the existing forms, allowing us to reduce the number and improve their efficiency. This</p>   |

| Item          | Description  | Risks of not doing  | Benefits  |
|---------------|--|---|---|
|               | <p>integration with back-office systems so an opportunity exists to drive out efficiency savings through the development of end-to-end processes and eliminating data errors and double entry.</p> <p>It is expected that the overall number of forms will be reduced as forms are combined or processes re-engineered, thereby reducing the support workload. Wherever possible data will be pre-populated reducing the consumer effort in completing forms. This will help increase the take-up reducing the load upon departments and customer services.</p>  | new system as there is growing demand on creation of new online forms. It will be impossible to maintain two different versions of the system for old and new forms   | could result in additional resource savings and a better customer experience  |
| Wi-Fi         | <p>It is essential that the staff can connect their current mobile devices to wireless network enabling mobile and flexible working where possible. It is essential that the open Wi-Fi network is available in all council buildings and meeting rooms, allowing staff to roam office locations whilst remaining connected. This will help reduce the dependency upon paper and ensure staff have access to the data they need to enable them to do their work efficiently and effectively at all times.</p> <p>The project will therefore survey existing Wi-Fi configurations and upgrade them as required as well as install new networks in remote Council buildings and offices. This can facilitate access to council systems from locations across the borough for those officers who currently spend time off site.</p> | Failure to upgrade our wireless infrastructure will mean that staff will not be able to work flexibly and existing frustrations amongst mobile workers will continue. | The introduction of increased Wi-Fi coverage and resilience will allow mobile workers to work more effectively on their mobile devices in any Council building. Increasing the ability to work collaboratively in meetings, reducing the requirement for paper increasing overall efficiency. |
| Remote Access | The council's current remote access system needs improving. The new ways of working programme will require a substantially   | The risk of not implementing the  | The introduction of a new Remote  |

| Item                   | Description   | Risks of not doing   | Benefits   |
|------------------------|---|--|--|
|                        | <p>increased number of remote access users to log to the council's systems from home or other sites across the borough. Access to systems from home and other sites will reduce accommodation costs and increase staff flexibility and productivity.</p> <p>The present remote working solution (UAG) is the cause of many user complaints and lacks capacity to support an increased number of users. The mainstream support of the current product has already ceased. The security support for this system will also cease in three more years.</p> <p>It is therefore proposed to implement a new class leading product, remove the present limitations in terms of service quality and support users in delivering new ways of working. This will also enhance the Council's business continuity capability.</p> | <p>system will mean there is insufficient capacity to support new ways of working. It will therefore limit the benefits that can be delivered by flexible and remote working programme. It will also inhibit the council's capability for disaster recovery and business continuity.</p> | <p>access system will allow more seamless access to ICT systems from any location and any device with an internet connection – it will also allow for offline working whilst a connection is not available. A more robust remote Access solution will also allow for a more aggressive building strategy and reduced staff to desk ratio saving on office space. Whilst also improving more like balance for staff with the ability to work from any remote location including home.</p> |
| Network Infrastructure | The Local Area Network (LAN) is in need of replacement as the core infrastructure is over 8 years old and has reached 'end-of-life'.  | Without this investment to upgrade our network,  | Improved and supported network hardware.   |

| Item                              | Description  | Risks of not doing   | Benefits   |
|-----------------------------------|--|--|--|
|                                   | <p>The network switches (hardware required in the data centre) are of a similar age. An initial programme of equipment replacement is proposed which will be sufficient to ensure the network is resilient and the risk of failure is minimised.</p> <p>However, to truly improve connectivity, it is essential that the current outdated overall network design is reviewed. A substantial network redesign is required to provide full high availability, disaster recovery capacity and to exploit new features offered by the new network technologies. These will be crucial to support the new and changing demands from business.</p> | <p>the network will become increasingly unreliable and unable to support existing services.</p> <p>Failure to invest in renewal of network infrastructure will mean that we continue to use on premise solutions with higher costs. These will increasingly become more expensive, inflexible and slow to implement any new changes.</p> |  |
| Infrastructure and Cyber Security | <p>The security of the infrastructure is a growing concern for the public sector. The public sector had recently seen cyber attacks which have had major impact on the security and safety of citizen's data and the public sector IT systems. The ransomware attack on NHS was a stark example of importance of safeguarding resident's data and ensuring that our IT systems and infrastructure is secure.</p> <p>In addition, we are bound by PCI DSS requirements to ensure we keep data relating to financial transactions in a safe and secure environment.</p>  | <p>High probability of cyber attacks and loss of resident's data.</p> <p>Financial penalties and fines from banks.</p> <p>Fines from ICO.</p>  | <p>Safe, secure and compliant data and systems.</p> <p>Avoidance of potential fines and data losses.</p> |

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Prepared by: Steve Halliday  
Date: 05 September 2016  
Version: Final 1.3

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# Agenda

- Objectives
- Executive summary
- Findings
  1. Customer voice
  2. Benchmark
  3. Strategy
  4. Organisation structure
  5. Shadow IT & Activity Analysis
  6. Technical
  7. Governance
- Options & Recommendations
  1. Supply & demand
  2. Pace & Innovations solutions
- Next Steps

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# Objectives

Socitm Proposal 3432 to OneSource - Independent Review of ICT - June 2016

## **Review:**

- Performance
- Roadmap & Strategies
- Structures & Operation
- Spend
- Customer voice interviews

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## **Deliver – Phase 1:**

- Review of above scope
- Slimline benchmark report
- Future Operating Model recommendations

## **Phase 2:**

- ICT Strategy
- Service Level Agreements

# Executive summary

OneSource's ICT department has:

- Lowest spend on the benchmark
- Reactive service desk support largely satisfactory
- Customer dissatisfaction mostly with the pace of ICT changes and innovation
- Capacity is root cause
  - (Not organisation structure, technical capability or strategic vision)
  - Inconsistent governance
  - Weak customer relationships
- Recommended actions:
  - New commissioning operating model
  - Customer relationship changes
  - Investment catch-up

# Findings 1) Customer voice

## Source interviews

Socitm has conducted interviews with the following ICT customer teams and individuals:

- Havering Neighbourhoods Management Team (NMT)
- Newham Commissioning (Community & Environment and Community Infrastructure) team
- Newham 2020 (Commissioning and Activity Analysis)
- Newham Community Neighbourhoods
- Newham Adult Social Care
- Newham Children's Service
- Havering Adults & Children's Services & Housing
- Newham Director of Finance
- OneSource Human Resources & Organisational Development

Key themes follow - Meeting notes available separately

# Customer voice – Seven key themes

## 1. Capacity

All respondents were quick to say they think that ICT does not have the capacity to meet their business needs for change. Most said that there are many good people in ICT, that the management is strong, but that technical delivery capacity is too thin.

## 2. Pace

The speed of delivering change is a common complaint. Both getting a project onto the starting blocks, and delivering it once it has started, takes too long.

## 3. Innovation

Customers find that ICT are not very proactive in taking relevant new innovations to them.

# Customer voice – Seven key themes

## 4. Relationship, communications and knowing the customer's business

ICT does not have a good close relationship with any of the departments interviewed. While there is high regard for some of the ICT staff, customers do not feel that ICT understands their requirements well.

The absence of a clearly communicated (and collaboratively developed) ICT or Digital strategy was a common theme.

## 5. Governance and prioritisation

The process for prioritisation of new projects is perceived to be inconsistent at best.

# Customer voice – Seven key themes

## 6. Investment Business cases

When a department creates a compelling business case to deliver better customer outcomes or business efficiencies – they often are prepared to invest their own budget in the ICT required to deliver the outcome. There is no method to fast track these potential additional ICT funds to create the capacity required to deliver the change.

## 7. Fear for future business change needs

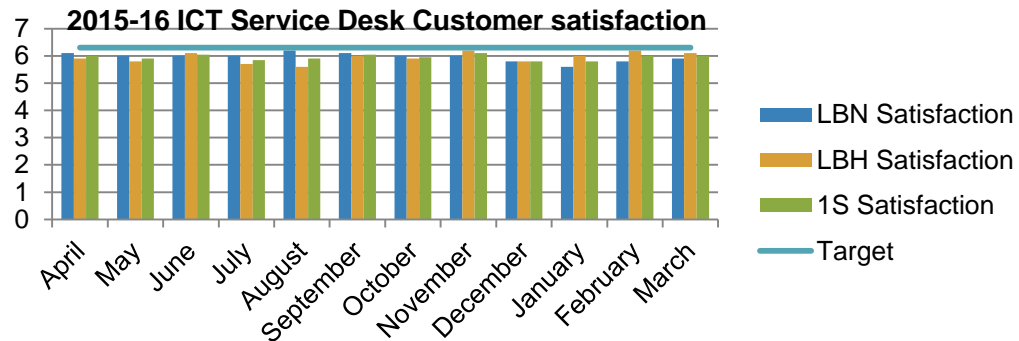
Customers know that their futures will see increasing demand for change. They fear that the ICT department, as it is currently geared, will not be able to deliver to that demand.

They believe that ICT investments will often hold the key to process efficiency improvements. They also are increasingly ICT aware and understand the new opportunities and innovations that the market can and will offer.



# Customer satisfaction survey, measures & interviews

- The previous OneSource customer satisfaction survey shows ICT scores dropping. These interview themes explain why – and that this will continue to be the case unless corrective action is taken.
- ICT Sample customer satisfaction at service desk show performance close to target.



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Customers are relatively satisfied with the reactive support service

Dissatisfaction centres largely on the pace of change and innovative services.

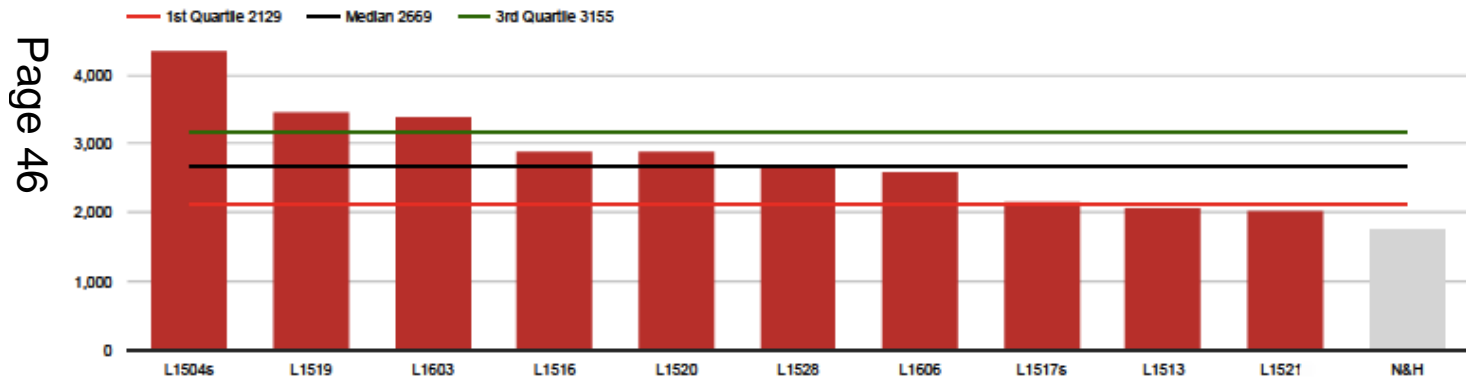
# Findings: 2) Benchmark - ICT Spend per user

## ICT revenue expenditure per user (£)

Utilises a simple headcount of customers of the ICT service and the total expenditure on ICT in the benchmarking period.

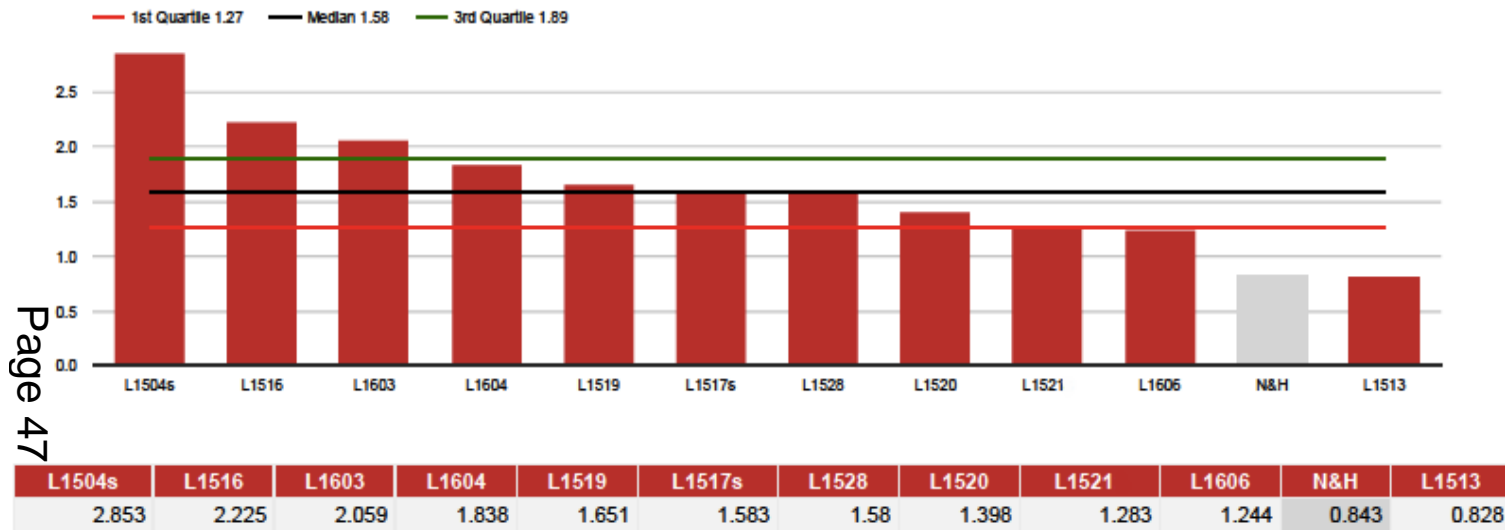
UK-wide results: 1st quartile = 1423, Median = 2308, 3rd Quartile = 3470

[Fig. 2-1066]



| L1504s | L1519 | L1603 | L1516 | L1520 | L1528 | L1606 | L1517s | L1513 | L1521 | N&H   |
|--------|-------|-------|-------|-------|-------|-------|--------|-------|-------|-------|
| 4,354  | 3,462 | 3,405 | 2,905 | 2,890 | 2,669 | 2,595 | 2,173  | 2,084 | 2,027 | 1,745 |

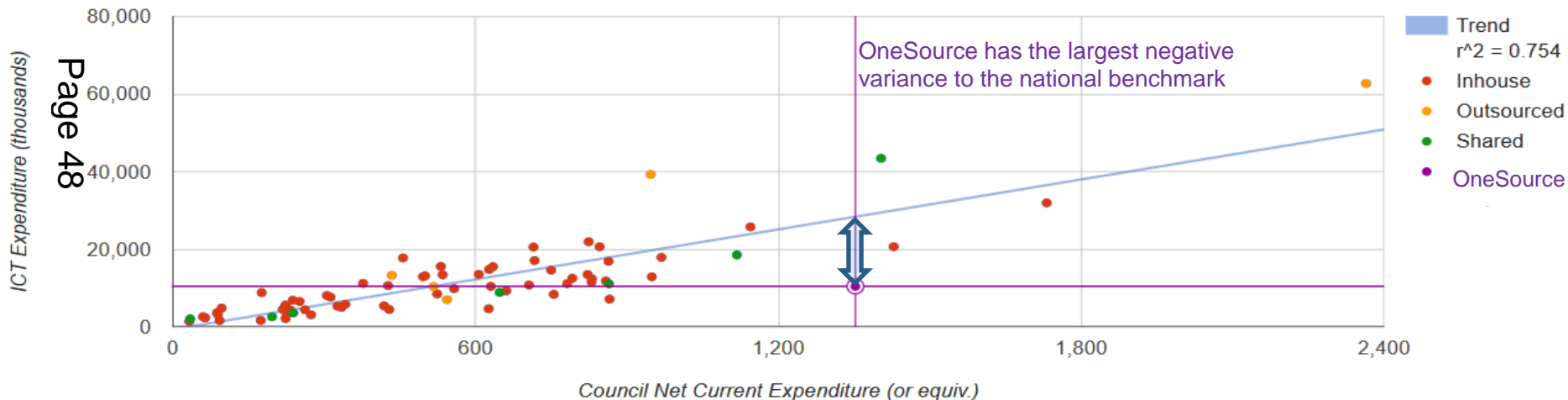
# Benchmark – percent of expenditure on ICT



The combined % total expenditure spent on ICT is the 2nd lowest in this sample of London Boroughs.

# National benchmark comparison

ICT Expenditure (thousands) by Council Net Current Expenditure (or equiv.)



# Benchmark notes

- Like for like comparisons complex, therefore benchmarking indicative.
- OneSource has **lowest revenue spend** per user in London Boroughs data set.
- Clear indication of bottom quartile ICT spend.
- More detailed report provided. Other views show similar conclusion.
  - 56 users per ICT FTE; **second highest in London Boroughs** data set

# Benchmark recovery budget

To move ICT investment at OneSource to benchmark levels would require the following investment:

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| <b>Benchmark: Percent of total expenditure spent on ICT</b> | <b>%</b> | <b>ICT spend £m</b> | <b>Budget increase £m</b> |
|---|----------|---------------------|---------------------------|
| Leave lowest quartile                                       | 1.27     | 17.18               | 6.78                      |
| Median  | 1.58     | 21.37               | 10.97                     |
| Arrive top quartile   | 1.89     | 25.56               | 15.16                     |

OneSource currently at 0.843%

| <b>Benchmark: ICT spend per user</b> | <b>£ / user</b> | <b>ICT Spend £m</b> | <b>Budget increase £m</b> |
|--------------------------------------|-----------------|---------------------|---------------------------|
| Leave lowest quartile                | 2,129           | 13.91               | 3.51                      |
| Median                               | 2,669           | 17.44               | 7.04                      |
| Arrive top quartile                  | 3,155           | 20.61               | £10.21                    |

OneSource currently at £1,745 per user

# Findings 3) ICT and digital strategy

Socitm have been provided with a draft (version 0.3, march 2016) ICT strategy.

It also references the service plan and the programme plans.

No Digital Strategy – (but Digital Principles).

Shared with some members but not widely communicated.  
The development of the strategy has apparently not been in conjunction with customers.

Customers concerned over not having either an ICT or Digital Strategy (particularly as OneSource appears to win awards for digital strategy).

The ICT strategy covers sensible technical territory, but would no meet concerns about future ICT requirements for change.

## **The existing ICT strategy covers:**

- Online self service
- Business Intelligence
- Corporate systems
- Line of business systems
- End user devices
- Networks and telephony
- Data Centre, hosting and cloud
- Social Inclusion

It lacks business strategy alignment and customer voice.

# Findings 4) Organisation structure

The ICT Department organisation structure is a **sound, traditional structure**.

But it is **lacking** in:

- Customer relationship managers (Business Partners)
- Business Analysts
- Data analysts
- Technical digital change capacity

Socitm recommends (and Interim ICT Director has already started) to:

- Rationalise service desk teams
- Combine applications support and development



# Findings 5) Technical

- The ICT Department has a good handle on its technical requirements and upgrade challenges, but may lack the capacity to resolve them.
- Much of the existing capacity is absorbed in “running hard to stand still”.
- The existing architecture and future plans appear sensible and in keeping with peers, although behind the curve in many regards.
- Version upgrades are close to becoming out of support, creating operational and security issues. Plans are in hand to address these matters, but capacity to deliver against these plans is a concern.

# Findings 6) Governance

- ICT Governance and prioritisation is inconsistent within and across the OneSource authorities
- This erodes confidence in the ICT function's relevance
- Senior stakeholder attendance at ICT governance boards remains a challenge

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# Findings 7) Shadow IT

- Every organisation has some ICT staff embedded in the business units. This is sometimes known as “shadow IT”.

## In Newham:

- The activity analysis carried out by PWC shows some 40 FTEs absorbed in ICT services, outside of the ICT department.
- This would be a very high shadow ICT ratio, but it is understood that much of this relates to business planning functions that could not be transferred to ICT.
- Further investigation would be insightful, but it is expected that as ICT capacity issues are resolved, shadow ICT would decrease.

# Findings 8) Savings

- A fact of modern public service – ICT must deliver cost reductions, like all departments across the authorities.
- ICT has done well to achieve savings targets.
- This has impacted ICT's delivery capability and customer satisfaction.
- Business wants to invest in technology to achieve efficiency and service improvement outcomes.
- Ongoing ICT growth pressure from customers to deliver efficiencies. This causes customers concerns that ICT savings are counter productive.

# In a nutshell: Supply and demand

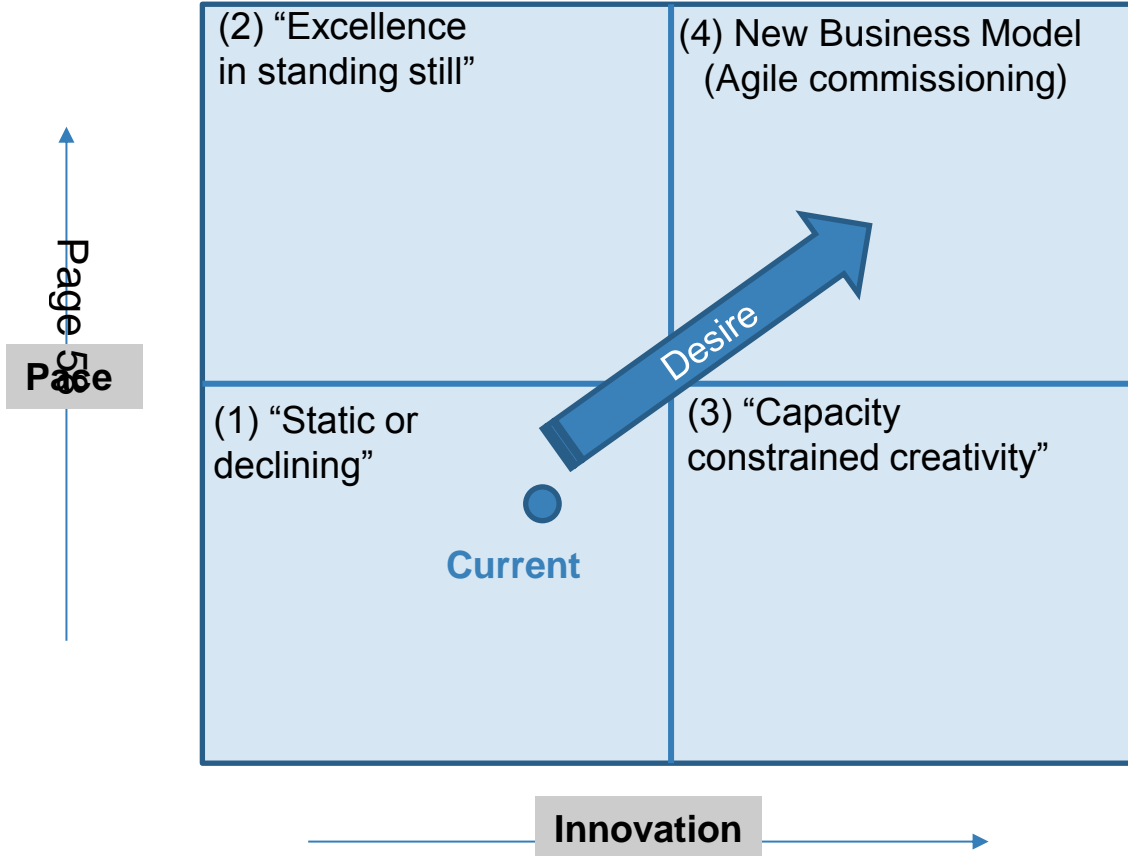
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## Demand has outstripped supply

- Customers want more and better digital & ICT, to deliver their efficiencies.
- Customers will pay – but ICT not geared to deliver at pace.
- Customers ready to go elsewhere.
- Particularly as Newham Small Businesses are established, demand is set to grow.
- Customers want pace and innovation.

# Pace & Innovation



# Solution options

To address the fundamental customer problem of pace and innovation, the following capacity options are available:

1. Invest in more capacity – ie recruit more staff
2. Outsource
3. Multi-source commissioning (SIAM, or “Service Integration and Management”)
4. Allow uncoordinated external resource procurement
5. Do nothing

# Capacity solution 1

## - recruit

### Description

The authorities could choose to provision more budget for ICT, and recruit more people to OneSource to deliver ICT services. These would be business partner, business analysis and technical staff and potentially ICT Commissioners in the business.

### Advantages

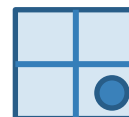
- Page 60
- Creates more headroom for innovation
  - Better customer understanding and focus with business partner and/or commissioner recruits

### Disadvantages

- There would always be people tied up with projects when a new priority surfaces.
- New staff would risk being mopped up into upgrade work, not delivering new digital projects.
- The solution would still not be able to flex capacity with peaks and troughs of demand.
- Works against savings targets for ICT
- New SME businesses potentially loose out in the prioritisation of the capacity capped resource.

### Quadrant outcome

Moves towards quadrant 3 – depending on how many staff are recruited.





# Capacity solution 2

## - Outsource

### Description

OneSource could outsource ICT service provision and buy back a core operational service contract, with projects procured on demand.

### Advantages

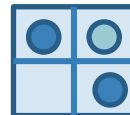
- Gives access to more capacity
- Potential for more transparent governance

### Disadvantages

- Unlikely to be politically acceptable
- Experience with single supplier outsource contracts is that they suffer from many of the same issues, with an additional layer of management overhead and profit margin.
- Innovation tends to be from the outsource provider's approved list.

### Quadrant outcome

Depends on supplier. Many exist in quadrants 2 and 3. Some emerging in 4



# Capacity solution 3

## – multi-source commissioning (SIAM)

### Description

OneSource could let contracts with niche ICT development suppliers, skilled in key areas. Then, when a department funds a business case, co-produce the solution (and the requirements definition).

This multi-sourcing commissioning approach has recently been referred to as SIAM (Service Integration and Management). Pace and priority are driven by business case and committed budget.

### Advantages

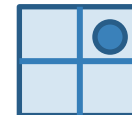
- Ease of obtaining additional resources "on tap".
- Increased adaptability and speed of response to business requirements.
- Widening the portfolio of services and skills available to the organisation for innovation

### Disadvantages

- Supplier management overhead
- Holistic enterprise architecture / supportability risks

### Quadrant outcome

The purpose of SIAM is to move to Quadrant 4



# Capacity solution 4

## – Uncoordinated external suppliers

### Description

The Authorities and SMEs could be given the freedom to procure their ICT development projects from any supplier they like.

### Advantages

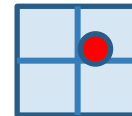
- Enables pace and innovation to be completely within the gift of the customer department.

### Disadvantages

- Duplicate procurements
- Inconsistent technical architecture
- Escalating support costs

### Quadrant outcome

- Recommended against.
- This is superficially appealing, as it does move the authorities to both Pace & Innovation.
- But it creates unsustainable support and integration issues.



# Capacity solution 5

## - Do nothing

### Description

OneSource could continue with its existing operating model.

### Advantages

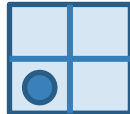
- No management of change required

### Disadvantages

- Ongoing and escalating customer dissatisfaction
- Likely to cause customers to procure at will

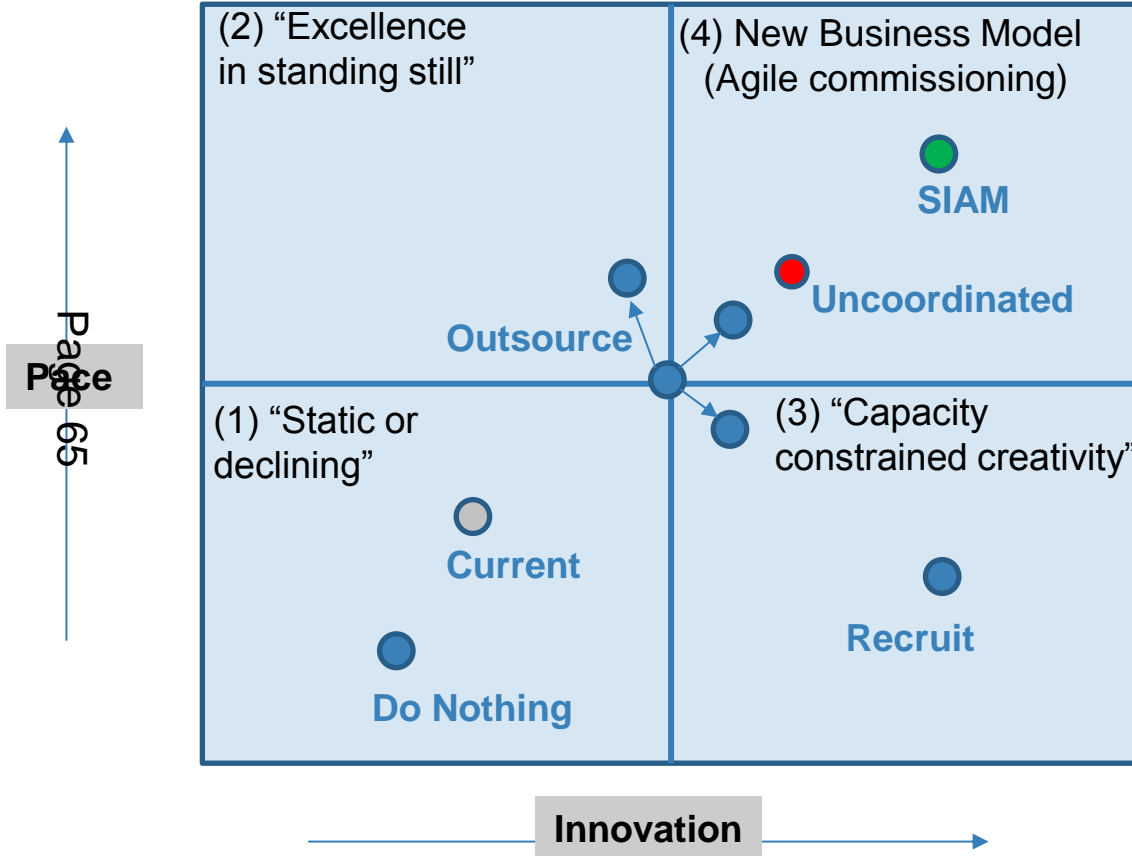
### Quadrant outcome

- Remains in quadrant 1



# Solutions map

## - Pace & innovation



### SOCITM Advisory recommend:

1. Adopt SIAM operating model.
2. Create governance for commissioning delivery partners.
3. Recruit relationship managers to work with business, ICT and delivery partners.

# SIAM options

There are many ways of delivering SIAM (“Service Integration and Management”), which is effectively an ICT commissioning model.

“The main goal of SIAM is to coordinate internal and external suppliers and their services in a cost-effective way to achieve the end-to-end service levels needed to support the goals of the business functions. SIAM is a layer between the suppliers and the IT functions that supports and enables the integration of the services offered by multiple (internal and external) service providers.” - IT Service Management Forum (itSMF)

The SIAM layer itself can be outsourced, but in this case it seems likely that OneSource, with customer engagement, would deliver the SIAM layer. It would call on internal ICT capacity, or partner resources as appropriate.

Opportunities for customer commissioning of ICT also exist elsewhere in the proposed governance model.

# Roles and functions in the SIAM layer

## Commercial

- Procurement
- Auditing
- Invoicing
- Contract Management
- Governance, Risk, and Control

## Managerial

- Service Level Management Reporting
- Continual Service Improvement
- Program and Project Management
- Budget Management
- Vendor Performance and Analytics
- Service Catalogue

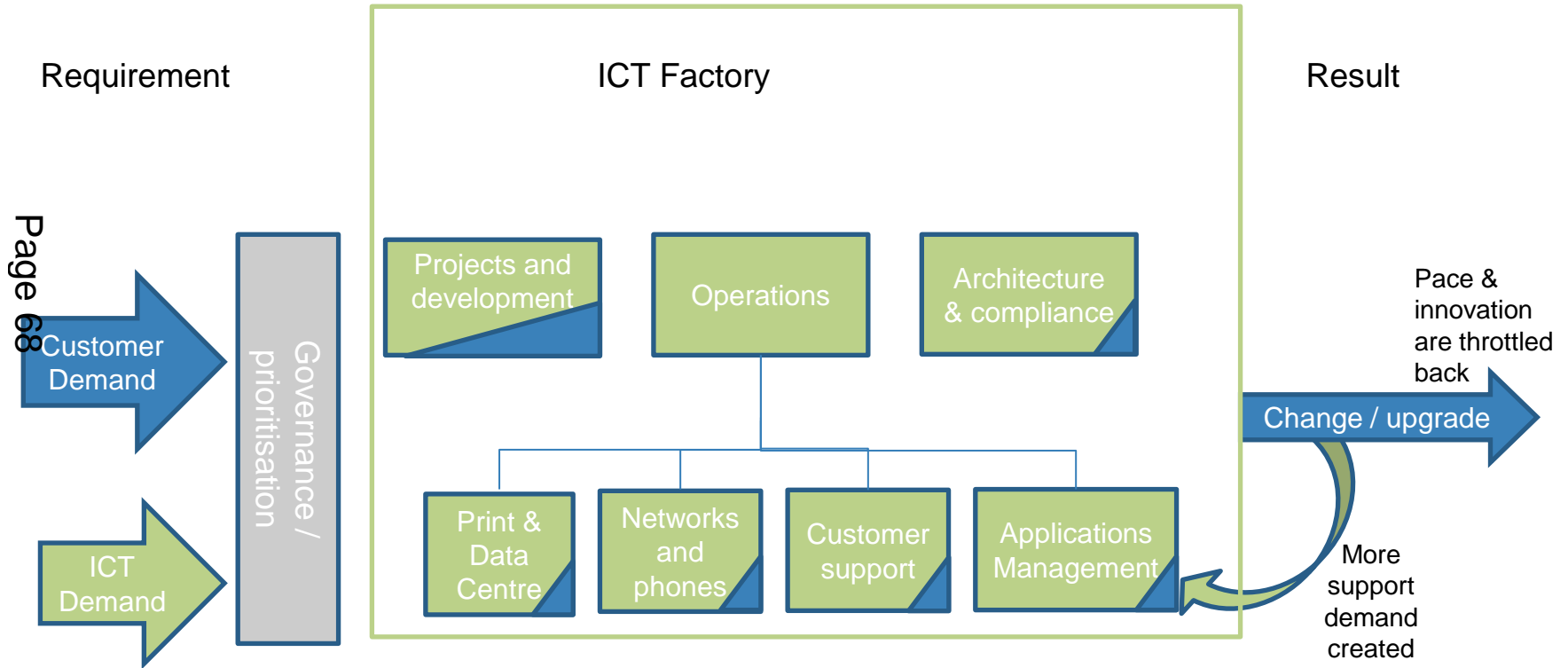
## Operational

- Operations Bridge
- Change Advisory Board
- Major Incident Coordination
- Problem Management Oversight
- Release and Deployment Management
- Request Fulfilment

## Infrastructure

- Service Asset and Configuration Management
- Service Management Tool Application Maintenance
- Automation and Platform Management

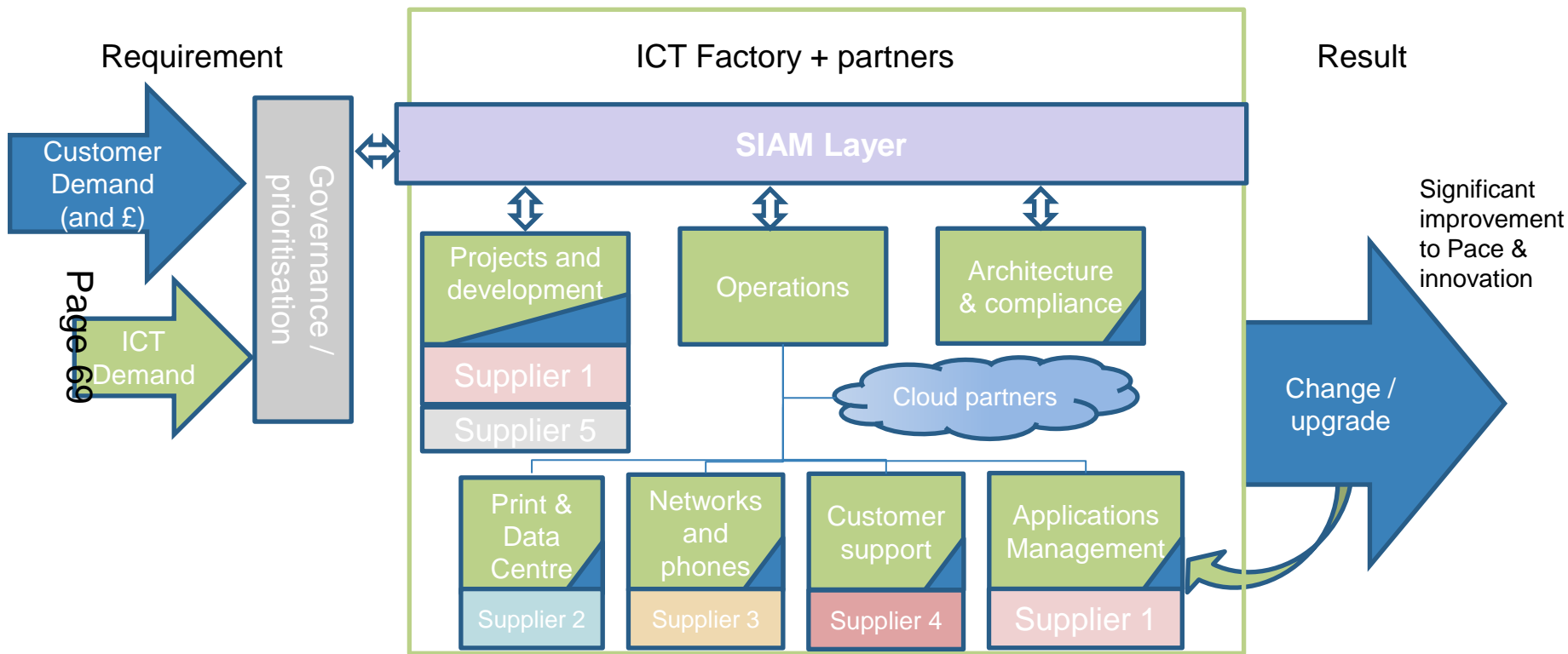
# OneSource: “As Is” - pre-SIAM model





# OneSource: "To be"

## - SIAM model



# The road to SIAM

OneSource could move to SIAM model in three main ways:

1) Big bang

- Establish SIAM layer, Identify the supply gaps, procure partners, deliver

2) Case by case

- Work with funded business cases with capacity constraints on a case by case basis

3) Vision and evolve

- Set out a strategic vision for the supplier relationships and SIAM personnel. Then work on a case by case basis to get there.

## Recommendation

- “Big bang” will take the longest to get started.
- “Case by case” is quick to get going, but risks architectural cul-de-sacs
- “Vision and evolve” is a good compromise and recommended. “Think big, start small”

# Classic governance model

CMT

- Sets corporate Strategy & direction
- Oversees Business Transformation

Transformation  
Board

- Organises the delivery of Business Transformation

ICT Strategy &  
Commissioning Board

- Decides how technology and resources can be best deployed to deliver the corporate aims
- Prioritises ICT investment against corporate business objectives

ICT Programme  
Board

- Organises the delivery of technology change

ICT Operations  
Board

- Ensures a reliable ICT service is delivered

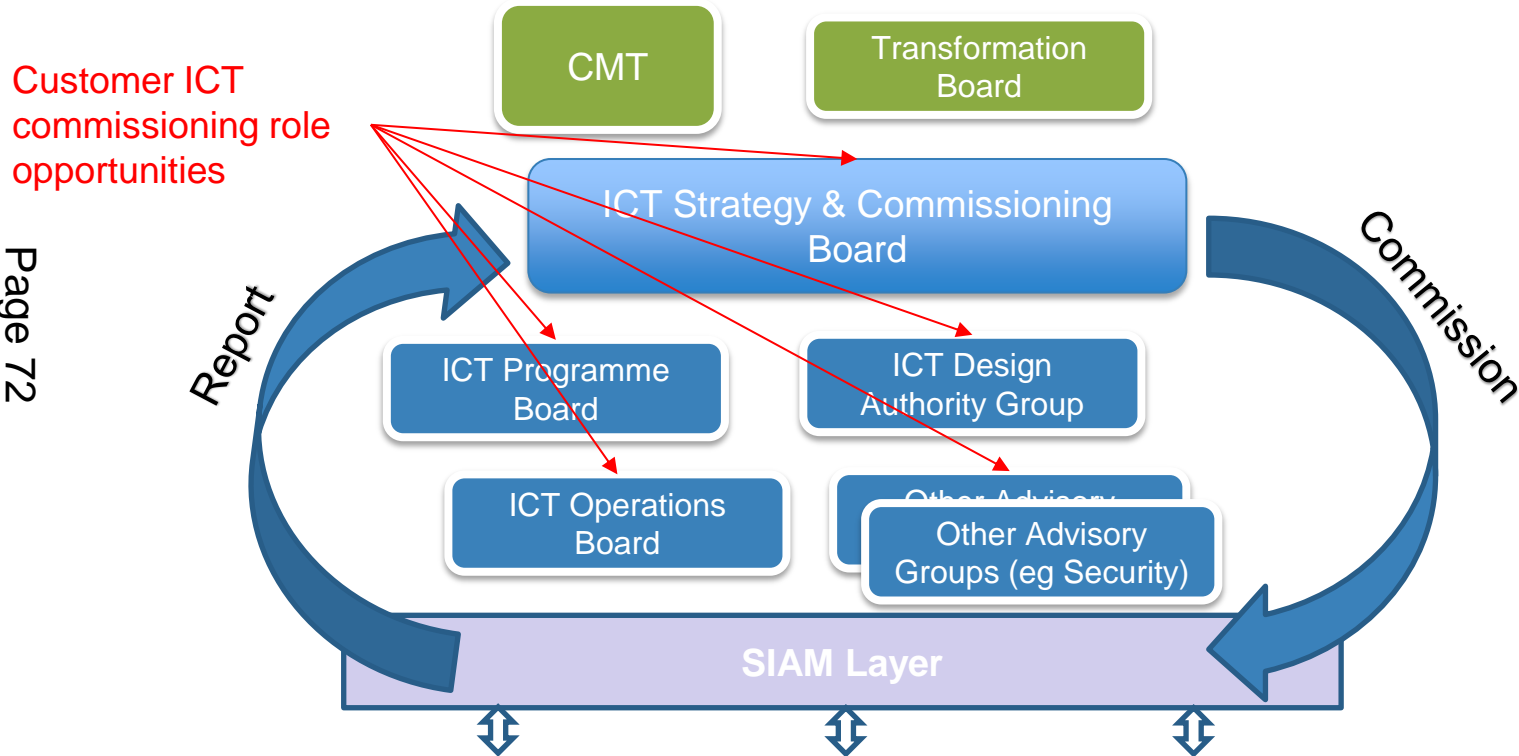
ICT Design  
Authority Group

- Technical Advisor to the Strategy & Commissioning Board

Other Advisory  
Groups (eg Security)

- Commissioned by ISCB\* to suit their needs

# SIAM commissioning governance model



# Relationship solutions

- Appointing Customer Relationship Managers for ICT is necessary.
- But alone, this measure would not solve the customer satisfaction issues (or enable the authorities' transformation objectives).
  - Without access to suitable change capacity, Relationship Managers risk simply stoking demand that cannot be met. This would drive down customer satisfaction still further.
- SIAM is a commissioning model. It recognises that:
  - The ICT Department can't do everything and needs external partners.
  - External partners must operate to the architecture, policies and long term interests of the enterprise.
- With a SIAM operating model, the ICT relationship managers would be part of the supplier selection and management process, working with customer stakeholders. They become ICT's "commissioning partners".

# Structure & location options

|                            | A) Commissioning Partners<br>located in ICT   | B) ICT Commissioners<br>located in the Authority  | C) Both<br>(Commissioning Partners and Commissioners)   |
|----------------------------|---|---|---|
|                            | <i>ICT business partners for main departments and for SMEs. Attends CMTs etc.</i>   | <i>One Commissioner per authority sets out customer strategy and commissions ICT.</i>   | <i>Combination of (A) and (B).</i>  |
| Advantages<br>+<br>Page 74 | <ul style="list-style-type: none"> <li>ICT creates strong customer relationship.</li> <li>ICT Strategy well informed by customer understanding.</li> <li>Retains ICT “enterprise” architecture view for information sharing.</li> </ul> | <ul style="list-style-type: none"> <li>Customers feels in control.</li> <li>Customer can source ICT solutions from outside of OneSource ICT service (short term perceived “customer” advantage, but long term damaging to enterprise).</li> <li>One commissioner is cheapest model.</li> </ul>  | <ul style="list-style-type: none"> <li>Good dialogue.</li> <li>Obvious business representative at ICT Boards.</li> <li>Balance of customer voice and architectural requirements.</li> </ul> |
| Disadvantages<br>-         | <ul style="list-style-type: none"> <li>Customers desire more freedom in investment decisions (mitigated by SIAM governance).</li> <li>Risk that customers feel lack of control (mitigated by good customer relationships).</li> </ul>   | <ul style="list-style-type: none"> <li>Impoverishes ICT’s business understanding.</li> <li>Risks systems procurements outside of technical strategy, escalating support costs.</li> <li>SME requirements not represented.</li> <li>Hard for one Commissioner to represent whole council’s detailed business needs.</li> <li>Shared service synergies harder to spot.</li> </ul> | <ul style="list-style-type: none"> <li>Costs more.</li> <li>Risk of duplication of effort.</li> </ul>   |
| Verdict                    | <ul style="list-style-type: none"> <li>Necessary</li> </ul>   | <ul style="list-style-type: none"> <li>Would not solve problems, without Option (A), as well.</li> </ul>  | <ul style="list-style-type: none"> <li>Expensive</li> </ul>   |

# Commissioners or business partners

## - Socitm recommendation

- SIAM is a commissioning model. Having ICT commissioners in the authority would be to have “commissioners of commissioners”.
- Employing multiple ICT Commissioners for each of the departments would exacerbate the capacity issue for ICT – to be able to engage with the commissioners meaningfully.
- To avoid escalating support costs – and to facilitate better asset and information sharing opportunities – Socitm advises against Option B (the Commissioner only model).
- Option C would create considerable duplication and appears wasteful.
- **Option A (ICT Commissioning Partners) is recommended.**
- The Commissioning Partners should be recruited by a panel that includes representatives from the business.

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# Summary recommendations

To deliver pace and innovation, remove customer dissatisfaction and enable transformed customer operations:

1. Move to SIAM commissioning model and supplement internal capacity with suppliers.
  - Improve pace and innovation
2. Appoint ICT Commissioning Partners.
  - Ensure business requirements are understood and (where funded) met.
  - Take innovation ideas to the business.
  - Ensure suppliers work with enterprise architecture requirements.
3. Strengthen ICT Governance within SIAM model.
4. Agree a business case for “catch up and keep pace” ICT investment
  - People, licences and equipment
5. Agree business cases for new “modern working” investments.



# Next steps

1. Agree problem statement
2. Agree solution recommendations
3. Stage 2
  - Develop and agree SIAM commissioning strategy and vision
  - Develop SLAs for SIAM model (pace and innovations)
  - Jointly progress ICT & Digital strategies
4. Provision budget for and recruit ICT Business Partners
5. Identify business cases and budgets
6. Provision infrastructure catch-up budget
7. Identify suppliers to meet requirements

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## CABINET

20 SEPTEMBER 2017

### Subject Heading:

**Restrictions on Alcohol Consumption in Romford Town Centre**

### Cabinet Member:

Councillor Osman Dervish, Cabinet Member for Environment and Community Safety

### SLT Lead:

Sarah Homer, Chief Operating Officer

### Report Author and contact details:

Damien Ghela, Anti-Social Behaviour Reduction Officer, 01708 434383, [damien.ghela@havering.gov.uk](mailto:damien.ghela@havering.gov.uk)

### Policy context:

On 20<sup>th</sup> October 2014, the Government overhauled the tools and powers available to local authorities and the Police to tackle anti-social behaviour. The Public Space Protection Order (PSPO) allows local authorities to set conditions to tackle anti-social behaviour in a specific defined area.

Following on from the successful Schools PSPO and the pending expiry of the current Drinks Banning Order pertaining to Romford town centre, the Council is seeking to introduce a Public Space Protection Order with conditions to control alcohol related nuisance within Romford town centre.

The governance process for agreeing PSPOs is set out in the Council's Anti-Social Behaviour Policy.

### Financial summary:

Implementation of the Romford Town Centre PSPO is anticipated to cost no more than £10k, which is deliverable within existing resources.

### Is this a Key Decision?

No

**When should this matter be reviewed?** Once in force the PSPO will last for 36 months. It is therefore recommended that review commence in April 2020 (allowing six months for Member and public consultation).

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

**SUMMARY**

Romford Town Centre is currently subject to a Drinks Banning Order. This tool for tackling anti-social behaviour has been superseded by the Public Space Protection Order (PSPO) within the Anti-Social Behaviour, Crime and Policing Act 2014.

The Drinks Banning Order will cease to be in effect as of 20 October 2017. As such, the Council is seeking to replace the current Drinks Banning Order with a Public Space Protection Order in order to continue to control alcohol related anti-social behaviour within Romford town centre. Additionally, the Council is seeking to expand the area subject to the control, so that it encompasses Oaklands Avenue to the north, Junction Road to the east, Valley Way to the south and Nursery Walk to the west. A map of the proposed control area is attached at **Appendix 2**.

**RECOMMENDATIONS**

That the Cabinet **approves** the proposed Romford Town Centre Public Space Protection Order (attached at **Appendix 1**), which contains the following conditions:

- Persons must not be in possession of an open container of alcohol in a public place within the Alcohol Control Area (save on licensed premises), and
- Persons must not consume alcohol in a public place within the Alcohol Control Area (save on licensed premises).

|                      |
|----------------------|
| <b>REPORT DETAIL</b> |
|----------------------|

1. Work on preparing the Romford Town Centre PSPO began in 2015. The work stalled to allow for a review of the Anti-Social Behaviour Policy to confirm the governance processes through which a PSPO is implemented. Work then resumed on developing the Romford Town Centre PSPO.
2. In accordance with the policy, a PSPO proposal was submitted on 10<sup>th</sup> January 2017, which contained the following conditions:
  - a. No consumption of alcohol outside of a licenced premises or designated drinking area
  - b. No possession, consumption or sales of psychoactive substances, controlled substances or illegal substances
  - c. No spitting (including discharge of chewing gum), public defecation or urination
  - d. No begging or seeking of alms
  - e. No unlicensed street trading or charity solicitation (“chugging”)
  - f. Busking only within areas designated by Havering Council
  - g. No busking with amplified equipment
  - h. No littering, fly tipping, fly-posting and/or graffiti
  - i. No discharging of fireworks or fire crackers unless in an area designated by Havering Council
  - j. No drifting, racing, excessive revving of vehicular engines and/or carrying out vehicular manoeuvres which are deemed to be dangerous to pedestrians or other parked vehicles
  - k. No deliberate obstruction of the vehicular highway, double parking or obstruction of private driveways and/or dropped kerbs
  - l. Animal owners must clear up any faeces produced by any animal under their control
3. On 17<sup>th</sup> January 2017, the PSPO proposal was considered by the Tasking Enforcement Group (TEG) and officers were authorised to progress to the next stage of the process. Accordingly, on 19<sup>th</sup> January 2017, the Strategic Enforcement Board (SEB) authorised statutory public consultation on the proposal.
4. Between March and May 2017 a public consultation exercise was conducted in accordance with s.64 of the Anti-Social Behaviour, Crime and Policing Act 2014. As part of the consultation, comments and evidence were collated from key partners and stakeholders including the Police, local residents and retailers.
5. Whilst it is clear from the totality of the evidence that the existing Drinks Banning Order has been useful as an additional tool in controlling alcohol related nuisance within Romford town centre, it is also evident (particularly from

data supplied by the Metropolitan Police Service setting out alcohol related nuisance occurring within Romford town centre between January 2014 and October 2016) that there remains a high level of anti-social behaviour connected with alcohol consumption within the town centre area.

6. Comments received from Police colleagues working in both Licensing and the town centre neighbourhood policing team, as well as a statement submitted by the Chairman of Havering Pubwatch, indicated a fear of alcohol related nuisance (and possibly also the incidence of violence with injury) escalating if the existing Drinks Banning Order was not replaced, along with the need for improved methods of control. Respondents also expressed concern regarding the additional demand that may be placed on all emergency services if the existing Drinks Banning Order is not replaced with the proposed PSPO. Other concerns raised in relation to the potential failure to replace the existing Drinks Banning Order included:

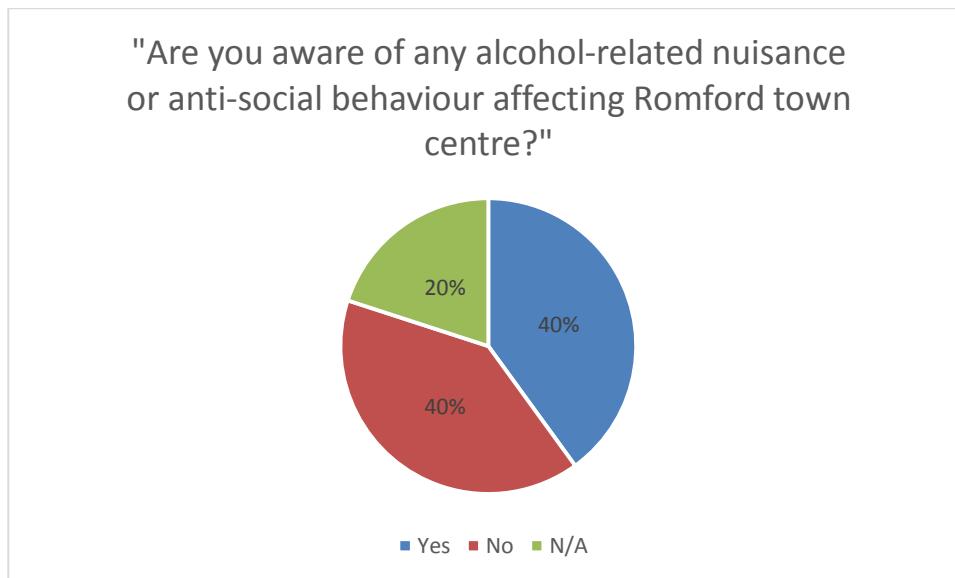
- A possible rise in the level of street litter and detritus;
- The anticipated detrimental impact on regeneration plans for the town centre;
- A possible increase in underage drinking, and
- A possible detrimental impact on the trade of local licensed premises.

7. During this initial consultation phase, support for the proposals was received from a number of internal and external stakeholders including the Council's Youth Offending Service, Youth Service, Housing Services, Children's Services and Multi-Agency Safeguarding Hub, as well as the organisation "Is this Fun for Everyone?", the safer Neighbourhood Board, a number of local councillors and the Metropolitan Police Service.

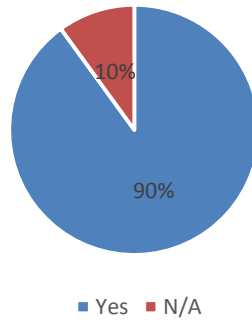
8. However, there were also several substantive and significant objections to elements of the proposal lodged through the consultation, so further legal advice was obtained and a further evidence review was carried out at this stage. This concluded that the evidence currently available to support some of the conditions was not sufficiently robust and that, in many cases, existing legislation and tools, such as Community Protection Notices (CPNs) and licensing schemes and conditions, were already available to tackle the related behaviours and offences. As such, the proposed PSPO was amended to limit its remit and to focus specifically on tackling alcohol related nuisance with the town centre. The condition relating to the control of alcohol was altered and expanded to include the following:

- a) Persons must not be in possession of an open container of alcohol in a public place within the Alcohol Control Area (save on licensed premises), and
- b) Persons must not consume alcohol in a public place within the Alcohol Control Area (save on licensed premises).

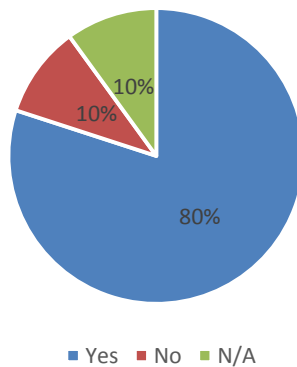
9. The Strategic Enforcement Board (SEB) was asked to consider the revised PSPO proposal at its meeting on 29<sup>th</sup> June 2017, and authorised its progression to the next stage of the process.
10. In accordance with legal advice, the altered PSPO proposal was required to undergo a further 21-day period of public consultation prior to proceeding to Cabinet. This was due to the addition of condition (a) and the alteration of the wording of condition (b). This new public consultation was launched on 15<sup>th</sup> August 2017 and closed on 5 September 2017. An article was published in the Romford Recorder providing an update on the previous consultation held between March and May 2017 and prompting the public to submit fresh comments in relation to the new consultation.
11. There were ten responses received from members of the public, with the responses to each question summarised below:



"Do you think that restricting alcohol within the town centre would be likely to reduce nuisance or anti-social behaviour or improve the experience of residents and visitors?"

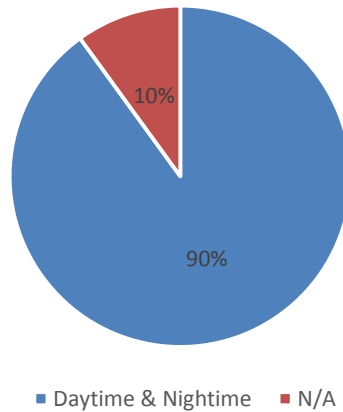


"Do you think that the proposed Alcohol Control Area targets the correct parts of the town centre?"

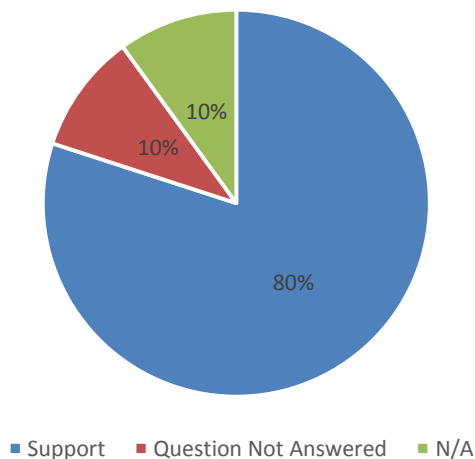




"Do you think that the Order should apply during the daytime and / or nighttime?"



"Overall, do you support or oppose the PSPO?"



The findings of the public consultation therefore support the implementation of a Public Space Protection Order to control alcohol based nuisance and anti-social behaviour in Romford town centre.

12. The full evidence bundle, including free text responses to the initial consultation, is available as a background paper to this report.

## **REASONS AND OPTIONS**

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

Romford Town Centre has a vibrant and busy daytime and night-time economy with many licenced premises within the town centre selling alcohol and alcohol related products to local residents, businesses, members of the public and visitors.

Previously, alcohol related nuisance was dealt with under the Romford Town Centre Drinks Banning Order, which covers a smaller area of the town centre and is due to lapse on 20th October 2017 in accordance with the succession of legislation within the Anti-Social Behaviour, Crime and Policing Act 2014, of which the Public Space Protection Order (PSPO) is part. With the introduction of the Public Space Protection Order (PSPO) legislation, the Police and other partners of the local authority wish to maintain methods of enforcement for alcohol related nuisance in the town centre, by way of a fixed penalty. It was also felt that the area covered should be expanded to include local retail parks and Queen's Hospital which also suffer from alcohol related nuisance.

With the above in mind, the Council is seeking to introduce a PSPO for Romford town centre, to supersede the outgoing Drinks Banning Order and provide continued methods of controlling alcohol related nuisance in Romford town centre.

### **Other options considered:**

Consideration was given to not implementing a Public Space Protection Order, however failure to replace the existing Drinks Banning Order could lead to an increase in alcohol related crime and anti-social behaviour in the town centre, so this option was discounted.

As detailed above, consideration was also given to implementing a broader PSPO, with a wider range of restrictions, however it was concluded that the evidence currently available to support some of the potential conditions was not sufficiently robust and that, in many cases, existing legislation and tools were already available to tackle the related behaviours and offences. The risk of legal challenge was consequently advised to be very high in respect of certain aspects of the original proposal. Whilst it is therefore not recommended to include these within the PSPO at this stage, a Member / officer subgroup of the Strategic Enforcement Board (SEB) is to be convened to determine how best to tackle each of the areas of concern that were the subject of the initial consultation but which have not been included in the proposed PSPO as they are able to be dealt with under alternative legislation. The findings and recommendations of the subgroup will be the subject of further reports in due course.

## **IMPLICATIONS AND RISKS**

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

Implementation of the Romford Town Centre PSPO is anticipated cost no more than £10k. This is deliverable within existing resources.

Additionally, whilst the Police will be the main enforcers of the proposed Romford town centre PSPO, all monies collected through breaches of the terms have to be paid to the Council.

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

This proposal is made in accordance with Chapter 2 Part 4 of the Anti-Social Behaviour, Crime and Policing Act 2014 and the Anti-Social Behaviour Crime and Policing Act 2014: Reform of anti-social behaviour powers – Statutory Guidance for frontline professionals (Home Office, July 2014) and its factsheet “Drunken Behaviour in Public Places”. In addition, the guidance issued by the Local Government Association dated June 2017 has been considered in preparing this report.

The legal criteria for a PSPO require the Council to demonstrate that:

- Each of the activities to be restricted cause a detrimental effect on the quality of life of local persons;
- The detrimental effect of these activities is likely to be persistent or continuing;
- The persistence or continuation of detrimental effects is such that it makes the activities unreasonable;
- Detrimental effects resulting from the activities justify the restrictions proposed, and
- The proposed restrictions are reasonable for the purpose of preventing the detrimental effect from continuing. This means ensuring that the restrictions are no greater than reasonably required to prevent the detrimental effect (i.e. that there are not less intrusive measures that could be adopted, and that the severity of the restrictions do not outweigh the Council’s objective).

The oneSource Legal Service is satisfied that the proposed PSPO, as amended, is proposed in accordance with law, and that there appears sufficient evidential basis for such Order to be made, which is justified by the detrimental effect or likely effect of alcohol-fuelled anti-social behaviour in Romford town centre which is likely to be persistent or continuing, and that the proposed restrictions set out in the draft PSPO are justified and proportionate. As such, there are no significant identified risks at this time.

**Human Resources implications and risks:**

The penalty for breaching the terms of a PSPO takes the form of a Fixed Penalty Notice (FPN). This can be escalated to a fine at Court if required.

Enforcement of the proposed Romford town centre PSPO will be led by the Metropolitan Police Service in the first instance. However, the legislation allows for officers of the Council also to issue Fixed Penalty Notices and fines and, as such, there may be an element of training required for existing enforcement staff.

**Equalities implications and risks:**

The Council must have regard to the Equality Act 2010 in making a PSPO. An Equality Impact Assessment (EIA) has therefore been conducted with a view to assessing the proposed conditions and ensuring that their application does not negatively impact on any particular group. The EIA is attached at **Appendix 3** and concludes that, as a blanket tool, the conditions relating to alcohol consumption set out in the proposed Romford Town Centre PSPO do not seek to target any specific persons but rather any person found to be causing nuisance through excessive consumption of alcohol.

|                          |
|--------------------------|
| <b>BACKGROUND PAPERS</b> |
|--------------------------|

Report and Proposal for Public Space Protection Order in respect of Romford Town Centre (Report to the Strategic Enforcement Board, 28 June 2017)

Full evidence bundle, including free text responses to the initial consultation

## **Havering London Borough Council**

### **The Anti-Social Behaviour Crime and Policing Act 2014**

#### **THE LONDON BOROUGH OF HAVERING (ROMFORD TOWN CENTRE) PUBLIC SPACES PROTECTION ORDER NO 1 OF 2017**

**WHEREAS** the London Borough of Havering (“the Council”) is satisfied that the requirements of sections 59 and 72 of the Anti-Social Behaviour, Crime and Policing Act 2014 (“the Act”) have been satisfied and that it is, in all the circumstances, appropriate to make this Order.

**WHEREAS** the Council is satisfied that activities have been and will continue to be carried out in the Alcohol Control Area referred to below which have had and will continue to have a detrimental effect on the quality of life of those in the locality, such activities being the consumption of alcohol in public places other than licensed premises.

**WHEREAS** the Council is satisfied that the effect of the activities is, or is likely to be, of a persistent or continuing nature, and is, or is likely to be such as to make the activities unreasonable and the effect justifies the restrictions imposed by this Order.

**WHEREAS** the Council is satisfied that the prohibitions imposed by this Order are ones that it is reasonable to impose in order to prevent the detrimental effect from continuing, occurring, or recurring or to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.

**WHEREAS** the Council has had particular regard to the rights of freedom of expression and freedom of assembly set out in articles 10 and 11 of the European Convention on Human Rights.

**THE COUNCIL MAKES** the following Order in exercise of its powers under section 59 of the Act.

1. This Order may be cited as the London Borough of Havering (Romford Town Centre) Public Spaces Protection Order No.1 of 2017 (“the Order”).
2. This Order takes effect on the [DATE TO BE CONFIRMED AFTER 1 OCTOBER 2017] and continues to have effect for a period of three years thereafter.
3. This Order applies to the land described in the Schedule below (“the Alcohol Control Area”) and which is shown edged red on the attached plan (“the Order plan”).
4. This Order applies to all persons in public places within the Alcohol Control Area at all times of the day and night, save on licensed premises.
5. This Order shall not apply where prior written notice that it does not apply is given by the Council or the Police to facilitate Temporary Event Notices or other public events.
6. The following activities are prohibited:
  - 6.1. **Persons must not be in possession of an open container of alcohol in a public place within the Alcohol Control Area (save on licensed premises);**
  - 6.2. **Persons must not consume alcohol in a public place within the Alcohol Control Area (save on licensed premises);**
7. For the purposes of this Order:
  - 7.1. “public place” means any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission;
  - 7.2. ‘alcohol’ means any liquid intended for consumption by the person in possession of it, containing more than 0.05% alcohol by volume; and

7.3. 'licensed premises' means:

- 7.2.1. premises (other than council-operated licensed premises) authorised by a premises licence to be used for the supply of alcohol;
- 7.2.2. premises authorised by a club premises certificate to be used by the club for the supply of alcohol;
- 7.2.3. a place within the curtilage of premises within paragraph 7.2.1. or 7.2.2;
- 7.2.4. premises which by virtue of Part 5 of the Licensing Act 2003 may at the relevant time be used for the supply of alcohol or which, by virtue of that Part, could have been so used within the 30 minutes before that time;
- 7.2.5. a place where facilities or activities relating to the sale or consumption of alcohol are at the relevant time permitted by virtue of a permission granted under section 115E of the Highways Act 1980 (highway-related uses).
- 7.5.6. council-operated licensed premises—
  - 7.5.6.1. when the premises are being used for the supply of alcohol, or
  - 7.6.5.2. within 30 minutes after the end of a period during which the premises have been used for the supply of alcohol.

## **Offences**

Failure without reasonable excuse to comply with the prohibition on being in possession of an open container of alcohol within the Alcohol Control Area is a summary offence under section 67 of the Act. A person guilty of an offence under section 67 of the Act is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

Where a Constable or a person duly authorised by the Council reasonably believes that a person is or has been consuming alcohol in breach of the prohibition on the consumption of alcohol within the Alcohol Control Area, or that a person intends to consume alcohol in circumstances in which doing so would be a breach of that prohibition, the Constable or authorised person may require that person:

- (a) not to consume, in breach of the prohibition, alcohol or anything which the Constable or authorised person reasonably believes to be alcohol;
- (b) to surrender anything in that person's possession which is, or which the Constable or authorised person reasonably believes to be, alcohol or a container for alcohol.

A constable or an authorised person who imposes such a requirement must tell the person that failing without reasonable excuse to comply with the requirement is an offence.

A person who fails without reasonable excuse to comply with such a requirement commits an offence and is liable on summary conviction to a fine not exceeding level 2 on the standard scale.

A requirement imposed by an authorised person is not valid if the authorised person is asked to show evidence of his or her authorisation but fails to do so.

A Constable or authorised person may dispose of anything surrendered to him or her as a result of a requirement imposed by him or her in whatever way he or she thinks appropriate.



## **SCHEDULE**

The Alcohol Control Area to which this Order applies comprises the following:

**Romford Town Centre**, as defined on the attached Order Plan

This Order does not extend to licensed premises with the Alcohol Control Area

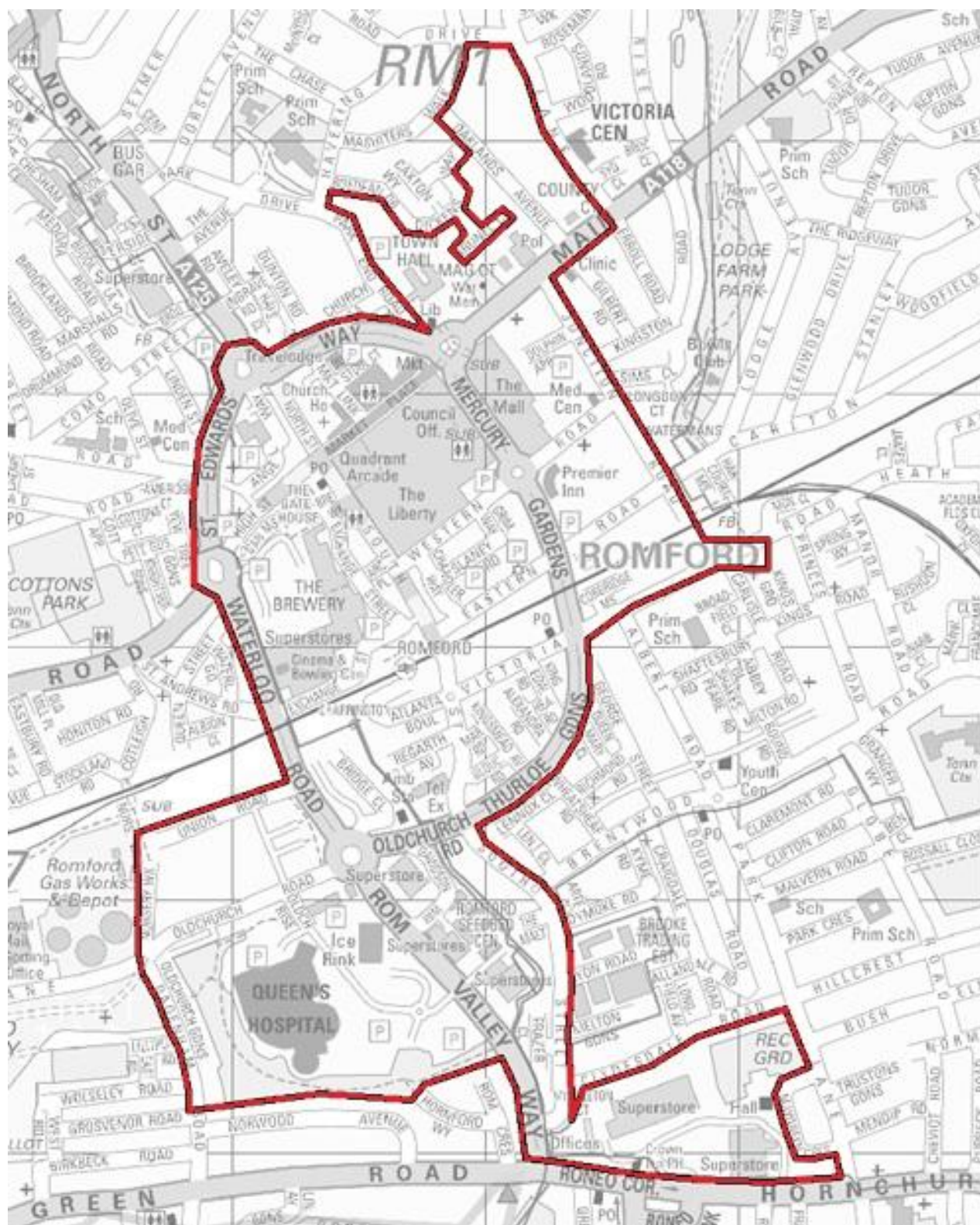
**For the avoidance of doubt the Alcohol Control Area is shown edged red on the attached Order plan**

### **IN WITNESS WHEREOF**

|  |   |
|--|---|
| <b>THE MAYOR AND BURGESSES OF</b>      | } |
| <b>THE LONDON BOROUGH OF HAVERING</b>  | } |
| was hereunto affixed and this document | } |
| thereby executed as a Deed             | } |
| in the presence of                     | } |

**Authorised Signatory**

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## Equality Impact Assessment (EIA)

### Document control

|                                   |   |
|-----------------------------------|---|
| <b>Title of activity:</b>         | <i>Romford Town Centre PSPO EIA</i>         |
| <b>Type of activity:</b>          | <i>Anti-Social Behaviour Reduction</i>      |
| <b>Lead officer:</b>              | <i>Damien Ghela – ASB Reduction Officer</i> |
| <b>Approved by:</b>               | ***   |
| <b>Date completed:</b>            | <i>15/12/2016</i>                           |
| <b>Scheduled date for review:</b> | <i>15/12/2020</i>                           |

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

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

# 1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at [diversity@haverling.gov.uk](mailto:diversity@haverling.gov.uk)

## About your activity

|    |   |   |
|----|---|---|
| 1  | <b>Title of activity</b>  | <i>Romford Town Centre PSPO EIA</i>   |
| 2  | <b>Type of activity</b>   | <i>Anti-Social Behaviour Reduction</i>  |
| 3  | <b>Scope of activity</b>  | <p><i>Tools and powers to tackle anti-social behaviour were updated in October 2014.</i></p> <p><i>The Public Spaces Protection Order (PSPO) empowers Councils to set conditions to tackle nuisance behaviour within a defined area.</i></p> <p><i>In line with Police data, the Council is proposing conditions which seek to provide the Police with an additional tool to dispose of low level alcohol-related nuisance affecting the Town Centre.</i></p> |
| 4a | <b>Is the activity new or changing?</b>                                   | <i>New – However the PSPO seeks to supersede the previous Romford town centre drinks banning order</i>  |
| 4b | <b>Is the activity likely to have an impact on individuals or groups?</b> | <i>Both</i>   |
| 5  | <b>If you answered yes:</b>   | <i>Please complete the EIA on the next page.</i>  |
| 6  | <b>If you answered no:</b>  |   |

|                      |   |
|----------------------|---|
| <b>Completed by:</b> | <i>Damien Ghela – ASB Reduction Officer</i> |
| <b>Date:</b>         | 15/12/16                                    |

## 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](mailto:diversity@havering.gov.uk)

Please note the Corporate Policy & Diversity Team require **5 working days** to provide advice on Equality Impact Assessments.

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 or deliver 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** (this includes staff delivering your activity).

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>Please tick (✓) the relevant box:</p> <table border="1"> <tr> <td>Positive</td> <td></td> </tr> <tr> <td>Neutral</td> <td></td> </tr> <tr> <td>Negative</td> <td></td> </tr> </table>  | Positive |  | Neutral |  | Negative |  | <p><b>Overall impact:</b> <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><b>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.</b></p> <p style="text-align: right;"><i>*Expand box as required</i></p> |
| Positive  |          |  |         |  |          |  |   |
| Neutral   |          |  |         |  |          |  |   |
| Negative  |          |  |         |  |          |  |   |
| <p><b>Evidence:</b> <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"> <li>- <i>If you have identified a <b>positive impact</b>, please note this.</i></li> <li>- <i>If you think there is a <b>neutral impact</b> or the impact is not known, please provide a full reason why this is the case.</i></li> <li>- <i>If you have identified a <b>negative impact</b>, 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 <b>Action Plan</b>.</i></li> </ul> <p style="text-align: right;"><i>*Expand box as required</i></p> |          |  |         |  |          |  |   |
| <p><b>Sources used:</b> <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"> <li>- <i>Service specific data</i></li> <li>- <i>Population, demographic and socio-economic data</i></li> </ul> <p><i>Suggested sources include:</i></p> <ul style="list-style-type: none"> <li>- <i>Service user monitoring data that your service collects</i></li> <li>- <a href="#"><i>Havering Data Intelligence Hub</i></a></li> <li>- <a href="#"><i>London Datastore</i></a></li> <li>- <a href="#"><i>Office for National Statistics (ONS)</i></a></li> </ul> <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:

Tools and powers to tackle anti-social behaviour were updated in October 2014.

Under the Anti-Social Behaviour, Crime and Policing Act 2014, the Public Spaces Protection Order (PSPO) empowers Councils to set local conditions to tackle nuisance behaviour within a defined area.

In line with Police data, the Council is proposing conditions which seek to provide the Police with an additional tool to dispose of low level alcohol-related nuisance affecting the Town Centre.

Additionally, the PSPO seeks to replace the old Romford Town Centre Drinks Banning Order, while at the same time widening the area subject to the conditions.

The PSPO is it not targeted at any individual or group but instead seeks to tackle defined nuisance behaviour from any source.

*\*Expand box as required*

### Age: Consider the full range of age groups

Please tick (✓)  
the relevant box:

**Positive**

✓

**Neutral**

**Negative**

#### Overall impact:

*The PSPO conditions can be applied to anyone over the age of 10.*

*However, when serving an FPN against a minor, the Council will need to inform the Youth Offending Service (YOS) and the legal guardian of the young person.*

*\*Expand box as required*

**Evidence:**

N/A

*\*Expand box as required*

**Sources used:**

ASB Crime and Policing Act 2014

Gov.UK Online Guidance

<https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils>

*\*Expand box as required*



|  |
|--|
| <p><b>Sources used:</b></p> <p>ASB Crime and Policing Act 2014</p> <p>Gov.UK Online Guidance<br/><a href="https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils</a></p> <p><i>*Expand box as required</i></p> |
|--|

|   |
|---|
| <p><b>Sources used:</b></p> <p>ASB Crime and Policing Act 2014</p> <p>Gov.UK Online Guidance</p> <p><a href="https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils</a></p> <p><i>*Expand box as required</i></p> |
|---|

|   |
|---|
| <p><b>Sources used:</b></p> <p>ASB Crime and Policing Act 2014</p> <p>Gov.UK Online Guidance</p> <p><a href="https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils</a></p> <p><i>*Expand box as required</i></p> |
|---|

|   |
|---|
| <p><b>Sources used:</b></p> <p>ASB Crime and Policing Act 2014</p> <p>Gov.UK Online Guidance</p> <p><a href="https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils</a></p> <p><i>*Expand box as required</i></p> |
|---|

|  |
|--|
| <p><b>Sources used:</b></p> <p>ASB Crime and Policing Act 2014</p> <p>Gov.UK Online Guidance<br/><a href="https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils</a></p> <p><i>*Expand box as required</i></p> |
|--|

**Ethnicity/race:** Consider the impact on different ethnic groups and nationalities

|                                      |   |   |
|--------------------------------------|---|---|
| Please tick (✓)<br>the relevant box: |   | <b>Overall impact:</b><br><br>The PSPO conditions will apply to anyone regardless of background if they are found to be in breach of the conditions within the area defined |
| <b>Positive</b>                      | ✓ |   |
| <b>Neutral</b>                       |   |   |
| <b>Negative</b>                      |   |   |

*\*Expand box as required*

|                                   |   |   |
|-----------------------------------|---|---|
| Please tick (✓) the relevant box: |   | <b>Overall impact:</b><br><br>The PSPO conditions will apply to anyone regardless of background if they are found to be in breach of the conditions within the area defined |
| <b>Positive</b>                   | ✓ |   |
| <b>Neutral</b>                    |   |   |
| <b>Negative</b>                   |   |   |

*\*Expand box as required*

|                                      |   |   |
|--------------------------------------|---|---|
| Please tick (✓)<br>the relevant box: |   | <b>Overall impact:</b><br><br>The PSPO conditions will apply to anyone regardless of background if they are found to be in breach of the conditions within the area defined |
| <b>Positive</b>                      | ✓ |   |
| <b>Neutral</b>                       |   |   |
| <b>Negative</b>                      |   |   |

*\*Expand box as required*

|                                      |   |   |
|--------------------------------------|---|---|
| Please tick (✓)<br>the relevant box: |   | <b>Overall impact:</b><br><br>The PSPO conditions will apply to anyone regardless of background if they are found to be in breach of the conditions within the area defined |
| <b>Positive</b>                      | ✓ |   |
| <b>Neutral</b>                       |   |   |
| <b>Negative</b>                      |   |   |

*\*Expand box as required*

|                  |  |
|------------------|--|
| <b>Evidence:</b> |  |
|------------------|--|

|                  |  |
|------------------|--|
| <b>Evidence:</b> |  |
|------------------|--|

**Sources used:**

ASB Crime and Policing Act 2014

Gov.UK Online Guidance  
<https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils>

*\*Expand box as required*

**Sources used:**

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**Sources used:**

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*\*Expand box as required*

**Sources used:**

ASB Crime and Policing Act 2014

Gov.UK Online Guidance  
<https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils>

*\*Expand box as required*

**Religion/faith:** Consider people from different religions or beliefs including those with no religion or belief

|  |   |   |
|--|---|---|
| <i>Please tick (✓)<br/>the relevant box:</i> |   | <b>Overall impact:</b>  |
| <b>Positive</b>                              | ✓ | <i>None of the conditions within the PSPO should have an effect on a person's ability to worship/follow religious beliefs</i> |
| <b>Neutral</b>                               |   |   |
| <b>Negative</b>                              |   |   |

*\*Expand box as required*

|  |   |   |
|--|---|---|
| <i>Please tick (✓)<br/>the relevant box:</i> |   | <b>Overall impact:</b>  |
| <b>Positive</b>                              | ✓ | <i>None of the conditions within the PSPO should have an effect on a person's ability to worship/follow religious beliefs</i> |
| <b>Neutral</b>                               |   |   |
| <b>Negative</b>                              |   |   |

*\*Expand box as required*

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|--|---|---|
| <i>Please tick (✓)<br/>the relevant box:</i> |   | <b>Overall impact:</b>  |
| <b>Positive</b>                              | ✓ | <i>None of the conditions within the PSPO should have an effect on a person's ability to worship/follow religious beliefs</i> |
| <b>Neutral</b>                               |   |   |
| <b>Negative</b>                              |   |   |

*\*Expand box as required*

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|--|---|---|
| <i>Please tick (✓)<br/>the relevant box:</i> |   | <b>Overall impact:</b>  |
| <b>Positive</b>                              | ✓ | <i>None of the conditions within the PSPO should have an effect on a person's ability to worship/follow religious beliefs</i> |
| <b>Neutral</b>                               |   |   |
| <b>Negative</b>                              |   |   |

*\*Expand box as required*

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| <b>Evidence:</b> |  |
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|                  |  |
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| <b>Evidence:</b> |  |
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| <b>Sources used:</b><br><br>ASB Crime and Policing Act 2014<br><br>Gov.UK Online Guidance<br><a href="https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils</a> |
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*\*Expand box as required*

|  |  |   |                |  |                 |  |  |
|--|--|---|----------------|--|-----------------|--|--|
| <b>Sexual orientation:</b> Consider people who are heterosexual, lesbian, gay or bisexual  |  |   |                |  |                 |  |  |
| Please tick (✓)<br>the relevant box:   | <b>Overall impact:</b><br><br><i>None of the conditions within the PSPO should have an effect on a person's sexual preferences</i> |   |                |  |                 |  |  |
| <table border="1"> <tr> <td><b>Positive</b></td> <td>✓</td> </tr> <tr> <td><b>Neutral</b></td> <td></td> </tr> <tr> <td><b>Negative</b></td> <td></td> </tr> </table>  | <b>Positive</b>  | ✓ | <b>Neutral</b> |  | <b>Negative</b> |  |  |
| <b>Positive</b>  | ✓  |   |                |  |                 |  |  |
| <b>Neutral</b>   |  |   |                |  |                 |  |  |
| <b>Negative</b>  |  |   |                |  |                 |  |  |
| <i>*Expand box as required</i>   |  |   |                |  |                 |  |  |
| <b>Evidence:</b><br><br><br><br><br><br><br><br><br><br><div style="text-align: right;"><i>*Expand box as required</i></div>   |  |   |                |  |                 |  |  |
| <b>Sources used:</b><br><br>ASB Crime and Policing Act 2014<br><br>Gov.UK Online Guidance<br><a href="https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils</a> |  |   |                |  |                 |  |  |
| <i>*Expand box as required</i>   |  |   |                |  |                 |  |  |

|   |  |   |                |  |                 |  |  |
|---|--|---|----------------|--|-----------------|--|--|
| <b>Gender reassignment:</b> Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth |  |   |                |  |                 |  |  |
| Please tick (✓)<br>the relevant box:  | <b>Overall impact:</b><br><br><i>None of the conditions within the PSPO should have an effect on a person's sexuality or sexual identity</i> |   |                |  |                 |  |  |
| <table border="1"> <tr> <td><b>Positive</b></td> <td>✓</td> </tr> <tr> <td><b>Neutral</b></td> <td></td> </tr> <tr> <td><b>Negative</b></td> <td></td> </tr> </table>                                 | <b>Positive</b>  | ✓ | <b>Neutral</b> |  | <b>Negative</b> |  |  |
| <b>Positive</b>   | ✓  |   |                |  |                 |  |  |
| <b>Neutral</b>  |  |   |                |  |                 |  |  |
| <b>Negative</b>   |  |   |                |  |                 |  |  |
| <i>*Expand box as required</i>  |  |   |                |  |                 |  |  |

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|--|--------------------------------|
| <b>Evidence:</b>   | <i>*Expand box as required</i> |
| <b>Sources used:</b>   |                                |
| ASB Crime and Policing Act 2014<br><br>Gov.UK Online Guidance<br><a href="https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils</a> |                                |
| <i>*Expand box as required</i>   |                                |

| <b>Marriage/civil partnership:</b> Consider people in a marriage or civil partnership  |                                     |   |
|--|-------------------------------------|---|
| Please tick (✓)<br>the relevant box:   |                                     | <b>Overall impact:</b>  |
| <b>Positive</b>  | <input checked="" type="checkbox"/> | <i>None of the conditions within the PSPO should have an effect on a person's marriage or civil partnership</i><br><br><br><i>*Expand box as required</i> |
| <b>Neutral</b>   | <input type="checkbox"/>            |   |
| <b>Negative</b>  | <input type="checkbox"/>            |   |
| <b>Evidence:</b>   |                                     |   |
| <i>*Expand box as required</i>   |                                     |   |
| <b>Sources used:</b>   |                                     |   |
| ASB Crime and Policing Act 2014<br><br>Gov.UK Online Guidance<br><a href="https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils</a> |                                     |   |
| <i>*Expand box as required</i>   |                                     |   |

| <b>Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave |                                     |   |
|---|-------------------------------------|---|
| Please tick (✓)<br>the relevant box:  |                                     | <b>Overall impact:</b>  |
| <b>Positive</b>   | <input checked="" type="checkbox"/> | <i>None of the conditions within the PSPO specifically targeted toward those who are pregnant or undertaking maternity leave.</i> |
| <b>Neutral</b>  | <input type="checkbox"/>            |   |

|   |  |  |
|---|--|--|
| <b>Negative</b>   |  |  |
| <i>*Expand box as required</i>  |  |  |
| <b>Evidence:</b>  |  |  |
| <i>*Expand box as required</i>  |  |  |
| <b>Sources used:</b>  |  |  |
| ASB Crime and Policing Act 2014   |  |  |
| Gov.UK Online Guidance<br><a href="https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils</a> |  |  |
| <i>*Expand box as required</i>  |  |  |

|   |   |   |
|---|---|---|
| <b>Socio-economic status:</b> Consider those who are from low income or financially excluded backgrounds  |   |   |
| <i>Please tick (✓) the relevant box:</i>  |   | <b>Overall impact:</b><br><br>Committing offences prohibited by the PSPO could result in a fine which some individuals may struggle to pay. However, the primary purpose of the proposed PSPO is to act as a suitable deterrent to such behaviours and therefore avert the need for such fines. |
| <b>Positive</b>   |   |   |
| <b>Neutral</b>  | ✓ |   |
| <b>Negative</b>   |   |   |
|   |   | <i>*Expand box as required</i>  |
| <b>Evidence:</b>  |   |   |
| <i>*Expand box as required</i>  |   |   |
| <b>Sources used:</b>  |   |   |
| ASB Crime and Policing Act 2014   |   |   |
| Gov.UK Online Guidance<br><a href="https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils">https://www.gov.uk/guidance/fixed-penalty-notice-issuing-and-enforcement-by-councils</a> |   |   |
| <i>*Expand box as required</i>  |   |   |

## 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 |
|--------------------------|----------------------------|----------------------------------|---------------------------|-----------|--------------|
|                          |                            |                                  |                           |           |              |
|                          |                            |                                  |                           |           |              |
|                          |                            |                                  |                           |           |              |

\* 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.





## CABINET

20 SEPTEMBER 2017

**Subject Heading:**

Quarter 1 Corporate Performance Report (2017/18)

**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](mailto:phillipa.brent-isherwood@havering.gov.uk)  
 01708 431950

**Policy context:**

The report sets out Quarter 1 performance against each of the strategic goals set out in the Corporate Plan

**Financial summary:**

There are no direct financial implications arising from this report. However adverse performance against some corporate performance indicators may have financial implications for the Council.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience financial pressure from demand led services.

**Is this a Key Decision?**

No

**Is this a Strategic Decision?**

No

**When should this matter be reviewed?**

The Corporate Performance Report will be brought to Cabinet at the end of each quarter, with an annual report brought at the end of Quarter 4.

**Reviewing OSC:**

The six overview and scrutiny sub-committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, Towns and Communities) have each selected a basket of indicators that they will track throughout the year. Progress against these indicators will be reported to the Overview and Scrutiny Board on a quarterly basis. Many of these will either duplicate or be “feeder” indicators for the PIs featured in the Corporate Performance Report.

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

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

[X]  
[X]  
[X]  
[X]

## **SUMMARY**

1. The Corporate Performance Report provides an overview of the Council's performance against each of the strategic goals. The report highlights areas of strong performance and potential areas for improvement.
2. Corporate performance reports have historically identified where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). However, in keeping with the Council's renewed focus on transparency, it was agreed by the Cabinet (at its meeting on 12 April) that the previous practice of applying agreed “tolerances” to each indicator would cease, such that performance against each indicator would be reported simply as either on target or better (**Green**) or outside of the agreed target (**Red**).
3. Where performance has been classified as '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to improve performance.
4. Also included in the report are Direction of Travel (DoT) columns, which compare:
  - Short-term performance – with the previous quarter (annual outturns for 2016/17)

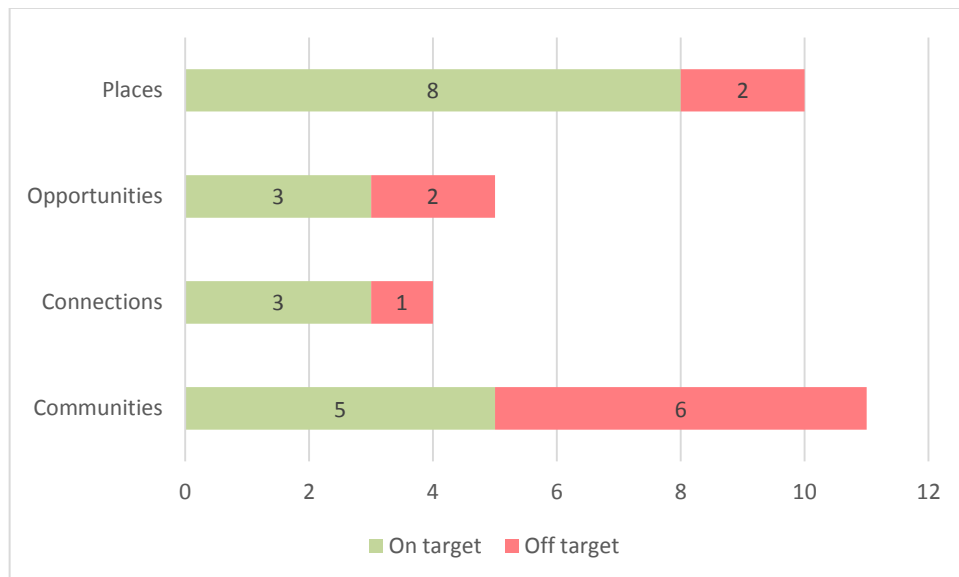
## Cabinet, 20 September 2017

- Long-term performance – with the same time the previous year (Quarter 1 2016/17)

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.

5. For Quarter 1, data or narrative has been gathered for 30 of the 48 Corporate Performance Indicators.

### Quarter 1 Summary



6. In summary, of those indicators that have been given an on track / off track status:
  - **19** (63%) have a RAG status of **Green** (on track).
  - **11** (37%) have a RAG status of **Red** (off track).
7. The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also attached to the report (as **Appendix 2**) is a Demand Pressure Dashboard that illustrates the growing demands on Council services and the context that the performance levels set out in this report have been achieved within. This shows particularly significant increases in the number of referrals to Children's Social Care and the number of assessments carried out by the service compared with the same period the previous year.
8. The Demand Pressure Dashboard also depicts a significant reduction in switchboard contact as well as a notable rise in online non-integrated forms in Quarter 1. Furthermore, it illustrates continued increases in online payments, Interactive Voice Response (IVR) payments and service requests / applications, indicating a degree of success in shifting customers towards online methods of doing business with the Council.

**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**.
3. **Agrees** that the performance indicator “Commence construction of a new Market House in Romford, and deliver the transformation support programme for 2017/18” be replaced with “Deliver the Romford Market Transformation Support Programme for 2017/18”, and the wording of the Corporate Plan be amended accordingly.

**REPORT DETAIL**

**COMMUNITIES MAKING HAVERING**

1. The Council's progress in delivering this theme of the Corporate Plan has been mixed, with performance against 45% (5 of 11) of indicators rated Green.

**1.1 Highlights:**

- (PI 10) Volunteering and community participation remain strong in the borough. The number of volunteers supporting Council services exceeded the target in Quarter 1, with participation in community clean-ups and volunteering initiatives led by Housing Services being particularly high.
- (PI 15) The proportion of families assisted with finding their own housing solution / prevented from becoming homeless was above target. During Quarter 1, 177 out of 255 families were assisted with advice and preventions.
- (PI 16) The rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) is below target (where lower is better). 50 service users over the age of 65 were admitted into long term care during Quarter 1. At the same stage last year there had been 73, representing a reduction of 32%.

**1.2 Improvements required:**

- (PI 4) The proportion of looked after children who ceased to be looked after as a result of permanency (adoption or special guardianship) is below target. The Families Together team is expanding its remit to provide support to families and young people where a Special Guardianship Order is the permanency plan. As well as this, the role of Family Group Conferences (FGCs) is being scrutinised and greater expectation given to the use of FGCs to explore family options as early as possible in a child or young person's LAC journey.
- (PI 5) The proportion of looked after children who are in long term foster placements is currently below target. However, there are a number of LAC who

have been in their placements for slightly under 18 months, so we expect to see improvements against this indicator in the coming months.

- (PI 14) The proportion of care leavers in both education, employment or training and suitable accommodation is below target. The Leaving Care service as a whole is being reviewed and strengthened as part of the Face-to-Face Pathways Programme. Interviews will take place imminently for six Pathway Co-Ordinators who will work directly with young people and carers to help them plan their transition into adulthood. We expect these roles to support our care leavers in identifying their education / employment route and ensuring they have access to suitable accommodation.

## **CONNECTIONS MAKING HAVERING**

2. The Council's performance in delivering this theme of the Corporate Plan has been strong for Quarter 1, with performance against 75% (3 out of 4) indicators rated Green.

### **2.1 Highlights:**

- (PI 20) The Socitm (Society of IT Managers in the Public Sector) score for the Council's website improved from 2 to 3 (out of 4) stars. This means that the Council's website is judged by Socitm to be "providing a good service".
- (PI 21) Avoidable contact to Customer Services was below target (where lower is better). Information packs are sent to individual service areas to help them analyse their avoidable contact and improve upon it.

### **2.2 Improvements required:**

- (PI 23) Although supplementary works at the Gidea Park and Romford Crossrail stations are on track, slippage in a contractor's programme means that the Harold Wood scheme is currently behind schedule. This is beyond the Council's direct control, however discussions are underway with TfL to explore opportunities to carry forward funding to achieve full spend and deliver all the required works.

## **OPPORTUNITIES MAKING HAVERING**

3. The Council's performance in delivering this theme of the Corporate Plan has been broadly positive, with performance against 60% (3 out of 5) indicators rated Green.

### **3.1 Highlights:**

- (PI 28) 20 new businesses / expansions in the borough were reported in Quarter 1, including 11 in Romford and five in Hornchurch. Others were located in Rainham, Elm Park and Upminster.
- (PI 34) Construction of the new Romford Leisure Centre is progressing according to plan. Concreting of both pools, and filling, soaking and testing of the main pool are now complete.

### **3.2 Improvements required:**

- (PI 33) There has been a delay in progressing the new Hornchurch Sports Centre, caused by additional financial and VAT analysis being undertaken. This has now been completed and it is anticipated that a planning application will be

submitted by the end of September, subject to the build costs being confirmed as within budget.

## **PLACES MAKING HAVERING**

4. The Council's performance in delivering this theme of the Corporate Plan has been very positive, with performance against 80% (8 out of 10) indicators rated Green.

### **4.1 Highlights**

- (PI 45) The percentage of homes that meet the decency standard continues to improve and reached 99.2% in Quarter 1 against a target of 98%.
- (PI 47) Harrow Lodge Park and Haynes Park have been awarded Green Flag Status this year, increasing the total number of parks in the borough with Green Flag Status from 11 to 13.

### **4.2 Improvements Required:**

- (PI 38) Havering experienced an 8.2% increase in burglary offences, compared with a 7.8% increase across London as a whole. Three Safe Zones have been delivered in Quarter 1, focusing on Northwood Drive, Carter Drive and Harwood Avenue. The location of future Safe Zones is being reviewed in light of recent data trends. A full review of the Burglary Problem Profile will also be completed in Quarter 2 to inform future action. In the meantime, the Council is delivering a summer burglary prevention campaign in hotspot areas.
- (PI 43) If the level of waste per head presented to the East London Waste Authority (ELWA) continues at the level seen during Quarter 1, we will outturn slightly above target, however the peak in Quarter 1 is largely due to the amount of green waste collected at this time of year and tonnages will reduce through the winter. Various activities are working towards achieving our target, such as continued waste prevention campaigns, focusing on home composting, reuse, and the Love Food Hate Waste campaign
- , as well as the launch of the Food Waste Challenge on 22nd July. Officers are reviewing operations in Highways and Grounds Maintenance to reduce waste, and introducing policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centres. The Environment service is working with the Communications service to plan a campaign to reduce household food waste as 50% of black bag waste is comprised of food in Havering and costs the council approximately £7m per year to dispose of. The Communications team has created a double-page spread in Living in Havering magazine in July featuring profiles of two of our Food Waste Champions and launching the Food Waste Challenge. This followed an article in the May issue which highlighted the scourge of fly-tipping in the borough as well as the Cleaner Havering e-newsletter and media releases on the Food Waste Challenge Launch and Jumble Trail.

- 4.3 Cabinet Members will be aware, following the Leader's announcement at Council

on 12 July, that since the Corporate Plan and the associated corporate performance indicators for 2017/18 were agreed by the Cabinet, the physical Romford Market transformation programme has been aborted due to the financial costings making the project unviable. It is therefore proposed to change the PI "Commence construction of a new Market House in Romford, and deliver the transformation support programme for 2017/18" to "Deliver the

Romford Market Transformation Support Programme for 2017/18", and to change the wording of the Corporate Plan accordingly.

5. 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 against each of the strategic goals set out in the Corporate Plan.

**Other options considered:** N/A

### **IMPLICATIONS AND RISKS**

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

There are no direct financial implications arising from this report. However adverse performance against some Corporate Performance Indicators may have financial implications for the Council.

All service directorate are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience significant financial pressures in relation to a number of demand led services such as housing and children's and adults' social care. SLT officers are focused upon controlling expenditure within approved directorate budgets and within the total General Fund budget through delivery of savings plans and mitigation plans to address new pressures that are arising within the year.

Further information on the financial performance of the Council will be reported as part of the Medium Term Financial Strategy (MTFS) report to Cabinet in October.

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

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.

#### **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:**

## **Cabinet, 20 September 2017**

The following Corporate Performance Indicators currently rated as 'Red' could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:

- Percentage of looked after children (LAC) who cease to be looked after as a result of permanency (adoption or Special Guardianship Order)
- Percentage of LAC who are in long term foster placements (lasting 18 months +)
- Percentage of children in Good or Outstanding schools
- Carers receiving a needs assessment or review and a specific carer's service, or advice and information
- Proportion of repeat victims of domestic abuse
- Percentage of care leavers in both education, employment or training and suitable accommodation
- Number of burglary offences

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

### **BACKGROUND PAPERS**

None

The Corporate Plan 2017/18 is available on the Council's website at

[https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm\\_source=Home\\_Page&utm\\_medium=Footer\\_Image&utm\\_campaign=Vision](https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Vision)[https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm\\_source=Home\\_Page&utm\\_medium=Footer\\_Image&utm\\_campaign=Vision](https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Vision)



| RAG Rating |                                      | Direction of Travel (DOT) |  |
|------------|--------------------------------------|---------------------------|--|
| GREEN      | On or better than target<br>On Track | ↑                         | <b>Short Term:</b> Performance is better than the previous quarter<br><b>Long Term:</b> Performance is better than at the same point last year |
|            |                                      | →                         | <b>Short Term:</b> Performance is the same as the previous quarter<br><b>Long Term:</b> Performance is the same as at the same point last year |
| RED        | Worse than target<br>Off track       | ↓                         | <b>Short Term:</b> Performance is worse than the previous quarter<br><b>Long Term:</b> Performance is worse than at the same point last year   |
|            |                                      |                           |  |

| Description                       |     |
|-----------------------------------|-----|
| Outturns reported cumulatively    | (C) |
| Outturns reported as snapshot     | (S) |
| Outturns reported as rolling year | (R) |

| Line.no   | Indicator and Description  | Value             | 2017/18 Annual Target                              | 2017/18 Q1 Target                                  | 2017/18 Q1 Performance              | Short Term DOT against Annual 2016/17 (Q4) | Long Term DOT against Q1 2016/17 | Comments | Service & Supporting Service |  |   |
|---|--|-------------------|--|--|-------------------------------------|--|----------------------------------|----------|------------------------------|--|---|
| Communities: Healthy and Active Lives                                   |  |                   |  |  |                                     |  |                                  |          |                              |  |   |
| 1   | The number of people who die from preventable causes like deprivation, accidents, and air quality – but not related to clinical care, per 100,000 population | Smaller is better | Better than England (Annual 3-year rolling period) | Better than England (Annual 3-year rolling period) | 157 per 100,000 population<br>GREEN | -  | NEW                              | -        | NEW                          | The latest available data covers the period 2013 - 2015. For this period, Havering’s mortality rate from preventable causes is significantly lower than the London (169/100,000) and England (184/100,000) averages.   | <b>Public Health</b> <ul style="list-style-type: none"><li>• Environment</li><li>• Adult Services</li><li>• Children’s Services</li></ul> |
| 2   | Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow up 6 months after completion) | Smaller is better | 14% (Alcohol)<br>38% (Drugs)                       | 14% (Alcohol)<br>38% (Drugs)                       | N/A                                 | -  | NEW                              | -        | NEW                          | This corporate PI is available on a annual basis. The Drug Intervention Panel (DIP) meets monthly to monitor those individuals with drug and alcohol problems and associated offending behaviour. There are currently 22 offenders with drugs issues and 11 offenders with alcohol issues being monitored. During Quarter 1, we were above target for the number of Drug Rehabilitation Requirements (DRR) and Alcohol Treatment Requirements (ATR) completions, which bodes well for the partnership’s ability to reduce harmful substance misuse and the propensity to offend during the coming year.  | <b>Policy, Performance &amp; Community</b> <ul style="list-style-type: none"><li>• Public Health</li></ul>                                |
| 3   | % of people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services                        | Bigger is better  | 87% (Annual)                                       | N/A  | N/A                                 | -  | 87.7%                            | -        | N/A                          | Data is not available until Q4   | <b>Adult Services</b>   |
| Communities: A good start for every child to reach their full potential |  |                   |  |  |                                     |  |                                  |          |                              |  |   |
| 4   | % of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship Order)                                 | Bigger is better  | 16%  | 16%  | 14.8%<br>RED                        | ⬆️   | 14.7%                            | ⬇️       | 16.6%                        | <p>So far this period (2017/18) we have seen two children cease to be looked after due to the granting of an adoption order, and two children cease to be looked after due to the granting of a special guardianship order, putting performance below target.</p> <p><b>Corrective Action:</b><br/>The Families Together Team is expanding its remit to provide support to families and young people where an SGO is the permanency plan. This is to ensure that these placements remain stable and viable in the long term. As well as this, the role of the Family Group Conference (FGC) is being scrutinised and greater expectation given to the use of FGCs to explore family options as early as possible in a child/young person's LAC journey. Scrutiny around permanency is also provided through the Ofsted Performance Report at the Transformation and Improvement Board.</p> | <b>Children’s Services</b>  |
| 5   | % of LAC who are in long term foster placements (18 months+)   | Bigger is better  | 65%  | 65%  | 62.3%<br>RED                        | -  | NEW                              | -        | NEW                          | There are currently 81 Looked After Children who have been in their placement for at least 18 months. There a number of LAC who have been in their placement for just short of 18 months so we should see improvements in the upcoming months  | <b>Children’s Services</b>  |

| Line.no   | Indicator and Description  | Value             | 2017/18 Annual Target | 2017/18 Q1 Target | 2017/18 Q1 Performance | Short Term DOT against Annual 2016/17 (Q4) |                          | Long Term DOT against Q1 2016/17 |                        | Comments  | Service & Supporting Service   |
|---|--|-------------------|-----------------------|-------------------|------------------------|--|--------------------------|----------------------------------|------------------------|---|--|
| 6   | % of children in good or outstanding schools   | Bigger is better  | 83%                   | 83%               | 80% RED                | ➡  | 80%                      | ⬆                                | 69%                    | Havering had 5 inspections in the first quarter. Four schools retained their previous judgment and one academy had its first (Good) inspection.   | <b>Learning &amp; Achievement</b><br>• Children's Services   |
| 7   | % of parents receiving an offer of their first choice school   | Bigger is better  | 85% prim<br>80% sec   | N/A               | N/A                    | -  | NEW                      | -                                | NEW                    | Data is available on an annual basis and will be available in the Q4 report   | <b>Learning &amp; Achievement</b><br>• Children's Services   |
| 8   | School readiness - % of children achieving a good or better level of development at age 5 (EYFSP)                | Bigger is better  | 73% (Annual)          | N/A               | N/A                    | -  | 71%<br>(15/16 Results)   | -                                | 69%<br>(14/15 Results) | An annual measure, reported in December / January. Provisional results are expected to be released in October 2017.   | <b>Learning &amp; Achievement</b><br>• Children's Services   |
| 9   | Pupil progress in 8 subjects, from the end of primary school to the end of secondary school ("Progress 8" score) | Bigger is better  | -0.1 (Annual)         | N/A               | N/A                    | -  | -0.14<br>(15/16 Results) | -                                | NEW                    | Provisional results are expected to be released in October 2017. It is recognised across the sector that performance against this PI is hard to predict. Progress 8 was a new indicator introduced by the DfE in 2016 and cannot be calculated until after exams have been completed. Havering's secondary schools have been working collaboratively with the Regional Schools Commissioner to improve results.   | <b>Learning &amp; Achievement</b><br>• Children's Services   |
| <b>Communities: Families and communities look after themselves and each other</b> |  |                   |                       |                   |                        |  |                          |                                  |                        |   |  |
| Page 118  | Number of volunteers supporting Council services   | Bigger is better  | 1,135                 | 921               | 1,129 GREEN            | ⬆  | 856                      | -                                | NEW                    | Performance is very strong and the year end target has almost been reached in Quarter 1.<br><br>The strong performance can predominantly be attributed to the success of volunteering initiatives within Housing Services, and higher than anticipated participation in community clean-ups during Quarter 1.   | <b>Policy, Performance and Community</b><br>• Culture and Customer Access<br>• Housing<br>• Children's Services<br>• Environment |
|   | 11 Carers receiving a needs assessment or review and a specific carer's service, or advice and information       | Bigger is better  | 620 (Annual)          | 121               | 97 RED                 | ⬇  | 594.7                    | ⬆                                | 83                     | Performance is currently off target, but improved compared with the same time last year. During Quarter 1, 192 carers have had their needs assessed. At the same stage last year 160 carers had been assessed, representing a rise of 20%. <b>Corrective Action:</b> A joint carers assessment form has been developed and will be rolled out to the service to be inputted onto the Adults Information System (AIS).   | <b>Adult Services</b>  |
|   | 12 Placeholder: Reported outcomes for residents delivered by the community and voluntary sector                  | Bigger is better  | TBC (Annual)          | N/A               | N/A                    | -  | N/A                      | -                                | N/A                    | Currently in development by commissioning services.   | <b>Adult Services</b><br>• JCU   |
| <b>Communities: Supporting vulnerable residents in our communities</b>            |  |                   |                       |                   |                        |  |                          |                                  |                        |   |  |
| 13  | The proportion of repeat victims of domestic abuse   | Smaller is better | 27%                   | 27%               | 29.7% RED              | ⬆  | 33.3%                    | ⬆                                | 30.0%                  | This indicator reflects the proportion of victims of domestic abuse who have reported a domestic incident to police in the previous 12 months. Performance for Quarter 1 was above target (where lower is better) but improved compared with both the last quarter and the same time last year.<br><br><b>Corrective Action:</b><br>The introduction of the tri-borough policing pathfinder has led to a change in the frequency of the DV MARAC from two weekly to three weekly. The group now monitors repeat DV offenders as well as DV victims. Sanction detection rates for Havering have also improved in Quarter 1 and are now above the average rate for all London boroughs. This should help to reduce the repeat victimisation rate going forward. | <b>Policy, Performance and Community</b><br>• Adult Services<br>• Children's Services  |

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|---|--|-------------------|-----------------------|-------------------|------------------------|--|-------|----------------------------------|-------|---|--|
| 14  | % of care leavers in both education, employment or training and suitable accommodation   | Bigger is better  | 75%                   | 75%               | 60.9%<br>RED           | -  | NEW   | -                                | NEW   | At the end of Q1, there were 81 care leavers in both education, employment or training and suitable accommodation.<br><br><b>Corrective Action:</b><br>The Leaving Care Service as a whole is being reviewed and strengthened as part of the Face-to-Face Pathways Programme. Interviews will take place imminently for 6 Pathway Co-ordinators who will work directly with young people and care leavers to help them plan their transition into adulthood and what this will look like for them. We expect these roles to support our care leavers in identifying their education/employment route and ensuring they have access to suitable accommodation. The introduction of these roles will also enable planning for adulthood to commence as soon as young people become eligible for leaving care services at age 15 years and 9 months. | <b>Children's Services</b><br>• Policy, Performance and Community        |
| 15  | Number of families assisted in finding their own housing solution/prevented from becoming homeless per month   | Bigger is better  | 40%                   | 40%               | 69.4%<br>GREEN         | -  | NEW   | -                                | NEW   | During Quarter 1 2017/18, a total of 177 families out of 255 were assisted with advice and preventions.   | <b>Housing</b>   |
| 16  | Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)   | Smaller is better | 660                   | 145               | 108.1<br>GREEN         | ↑  | 700   | ↑                                | 160.2 | Havering is currently on target for this indicator with 50 service users over the age of 65 admitted into long term care. At the same stage last year there had been 73.  | <b>Adult Services</b>  |
| Page 119<br>18                                  | Number of adults and older people who can choose how their support is provided to meet agreed health and social care outcomes in the year (self-directed support)  | Bigger is better  | 86%                   | 86%               | 86.7%<br>GREEN         | ↑  | 85.0% | ↑                                | 85.9% | 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 is on target for this indicator. There are currently 1,778 service users receiving their support via self direction. At the same stage last year there were 1,786 service users receiving their service via self direction.  | <b>Adult Services</b>  |
|   | The number of instances where an adult patient is ready leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care) | Smaller is better | 10.8                  | 10.8              | N/A                    | -  | N/A   | -                                | N/A   | Data is not currently available from NHS Delayed Transfers of Care (DTC) website.   | <b>Adult Services</b>  |
| 19  | Placeholder: Residents reporting good outcomes from their community service (home care service)  | Bigger is better  | TBC                   | TBC (Quarterly)   | N/A                    | -  | NEW   | -                                | NEW   | Currently in development by commissioning services.   | <b>Adult Services</b><br>• JCU   |
| <b>Connections: A digitally enabled borough</b> |  |                   |                       |                   |                        |  |       |                                  |       |   |  |
| 20  | Improved Socitm score for the www.havering.gov.uk website  | Bigger is better  | 3 (Annual)            | 3                 | 3<br>GREEN             | -  | N/A   | ↑                                | 2     | The Council has been awarded three out of four stars in a review of our website and how it provides quick and easy 'customer journeys'. The Better Connected survey was carried out on 416 council websites by Socitm (The Society of IT Managers in the public sector). As well as performance in tasks, the survey looks at the quality of a website's search function, and its accessibility for mobile devices and for people with disabilities. The result, moving us from two to three stars puts us in the 'providing a good service' category and recognises the improvements taking place as part of Our Customer Experience Programme to improve the way we do business with our customers.   | <b>Culture and Customer Access / Transformation</b><br>• OneSource (ICT) |

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|---|---|-------------------|---------------------------------|-------------------|------------------------|--|------|----------------------------------|------|---|--|
| 21  | Avoidable customer contact for Customer Services  | Smaller is better | 25%                             | 25%               | 21.9% GREEN            | -  | NEW  | -                                | NEW  | <p>The data is collated by Customer Services staff, during a 2 hour sampling period once a month of the calls taken at that time.</p> <p>Avoidable contact differs from service area to service area, with the highest volume in the main being customers chasing, having expected a call back or a visit (e.g. repair), or chasing service requests / applications either outside of agreed service standards or too early.</p> <p>Individual information packs are sent to service areas for them to analyse their avoidable contact and improve upon it.</p>   | <b>Culture and Customer Access / Transformation</b><br>• OneSource (ICT) |
| <b>Connections: Capitalising on our location and connectivity</b> |   |                   |                                 |                   |                        |  |      |                                  |      |   |  |
| 22  | Completion of Governance for Railway Investment Projects (GRIP) stage 3 at Beam Park station by November 2017 | N/A               | GRIP stage 3 achieved (Annual)  | N/A               | On Track GREEN         | -  | NEW  | -                                | NEW  | Design progressing. There is an issue with the National Grid gas pipeline and intrusion of platforms into the building proximity zone. Mitigation options have been reviewed and a way forward agreed   | <b>Development</b>   |
| 23  | Delivery of public realm improvements at the borough's three Crossrail stations                               | N/A               | Improvements delivered (Annual) | N/A               | Off Track RED          | -  | NEW  | -                                | NEW  | <p>Gidea Park and Romford Crossrail supplementary works are on track and progressing well. The Harold Wood scheme is not on track due to a slipped programme from a Crossrail contractor, over which Havering has no direct control.</p> <p><b>Corrective Action:</b><br/>Discussions and negotiations with TFL to explore opportunities to carry forward funding to 18/19 to achieve full spend and deliver works. Consequently the end date has now changed to accommodate the delay.</p>   | <b>Development</b>   |
| <b>Connections: Fast and accessible transport links</b>           |   |                   |                                 |                   |                        |  |      |                                  |      |   |  |
| 24  | Improve air quality in the borough by reducing the level of NO2   | Smaller is better | 40 µgm-3 (Annual)               | N/A               | N/A                    | -  | NEW  | -                                | NEW  | <p>In Havering there are 60 NO2 monitoring sites using diffusion tubes. The mean average levels of NO2 in 2016/17 had a range of between 31 µgm3 at the lowest at Bedford Park Visitor Centre, and 91 µgm3 at the highest at Romford Battis. A 2013 study by Kings College London found Havering to be the London Borough with the fifth cleanest air. The "Miles the Mole" communication programme has been positively received locally and by the London Mayor's office.</p> <p>The Air Quality Action Plan is currently being finalised for Lead Member consideration. The action plan will have 40 critical measures which will improve air quality in the borough with NO2 being one of the major pollutants being targeted.</p> | <b>Environment</b><br>• Development                                      |
| <b>Connections: Access to jobs and opportunities</b>              |   |                   |                                 |                   |                        |  |      |                                  |      |   |  |
| 25  | Proportion of adults in contact with secondary mental health services in paid employment                      | Bigger is better  | 7.2%                            | 7.2%              | N/A                    | -  | 7.9% | -                                | 6.4% | This performance indicator is led by NELFT. Data will not be available until Quarter 2.   | <b>Adult Services</b><br>• Policy, Performance and Community             |
| 26  | Proportion of adults with learning disabilities in paid employment  | Bigger is better  | 8.3%                            | N/A               | N/A                    | -  | 7.9% | -                                | N/A  | This indicator is not measured until Q3   | <b>Adult Services</b><br>• Policy, Performance and Community             |
| <b>Opportunities: First class business opportunities</b>          |   |                   |                                 |                   |                        |  |      |                                  |      |   |  |
| 27  | Number of jobs created and safeguarded through Economic Development's London Riverside Programmes             | Bigger is better  | 10                              | 0                 | 0 GREEN                | -  | NEW  | -                                | NEW  | To date, seven jobs have been created at the new CEME LaunchPad Centre, which will be reported once they are confirmed as being sustained for 26 weeks.   | <b>Development</b><br>• Policy, Performance and Community                |

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|--|---|------------------|--------------------------------|--------------------------------|------------------------|--|----------------|----------------------------------|-----|--|--|
| 28   | Number of investment enquiries to the Borough converted into a new business or expansion  | Bigger is better | 50                             | 12                             | 20<br>GREEN            | -  | NEW            | -                                | NEW | 20 new businesses/expansions have been reported for Quarter 1.<br><br>2 in Rainham<br>5 in Hornchurch<br>11 in Romford (2 of which are expansion)<br>1 in Elm Park<br>1 in Upminster<br><br>This indicator may include expansions, businesses safeguarded and new business investments to the Havering area. The communications team has provided support to develop an inward investment magazine, website and launch event as well as attendance at MIPIM. | <b>Development</b><br>• Communications                               |
| 29   | Total number of planning applications approved for new or extended commercial floor space, providing at least or greater than 100sq of floor space. | Bigger is better | 75<br>(Annual)                 | N/A                            | N/A                    | -  | NEW            | -                                | NEW | Data is not available this quarter. This is an annual target, within performance to be reported later in the financial year.   | <b>Development</b>   |
| <b>Opportunities: High-quality skills and careers</b>        |   |                  |                                |                                |                        |  |                |                                  |     |  |  |
| 30   | Number of apprentices (aged 16-18) recruited in the borough   | Bigger is better | 770                            | 308                            | N/A                    | -  | 770 (AY 15-16) | -                                | N/A | There is a 6 month lag in the Department for Education and Education and Skills Funding Agency publishing their outturns. The outturn for the academic year 2016/17 is expected to be released at Christmas.   | <b>Children's Services</b><br>• Policy, Performance and Community    |
| 31   | % of 16-18 year olds who are known not to be in education, employment or training   | Bigger is better | 4.3%<br>Biannually (Q2 and Q4) | 4.3%<br>Biannually (Q2 and Q4) | N/A                    | -  | 3.3%           | -                                | N/A | The outturn for this PI is available biannually and verified data will be reported for Q2. Unverified data suggests that the outturn will be around 3.5%, which would result in performance being rated Green. Trend information from last year has been provided for information.   | <b>Children's Services</b><br>• Policy, Performance and Community    |
| 32   | Number of apprentices (aged 19+) recruited in the borough   | Bigger is better | 1330                           | N/A                            | N/A                    | -  | NEW            | -                                | NEW | There is a 6 month lag in the Department for Education and Education and Skills Funding Agency publishing their outturns. The outturn for the academic year 2016/17 is expected to be released at Christmas.   | <b>Children's Services</b><br>• Policy, Performance and Community    |
| <b>Opportunities: Dynamic development and infrastructure</b> |   |                  |                                |                                |                        |  |                |                                  |     |  |  |
| 33   | New Hornchurch Sports Centre planning application approved and contract given to build the new centre   | N/A              | Timescale achieved (Annual)    | N/A                            | Off Track<br>RED       | -  | NEW            | -                                | NEW | Red status due to financial and VAT analysis being undertaken causing a delay to progressing the project<br><br><b>Corrective Action:</b><br>The financial and VAT analysis has been completed resulting in SLM and its architects progressing the design of a new Hornchurch Sports Centre. It is anticipated that a planning application will be submitted in August/September 2017 subject to the build costs being confirmed as being within budget.     | <b>Culture and Customer Access</b>                                   |
| 34   | New Romford Leisure Centre opened by Spring 2018  | N/A              | Facility opened (Annual)       | N/A                            | On Track<br>GREEN      | -  | NEW            | -                                | NEW | Construction currently progressing according to plan, currently focusing on the pool and ice rink areas. Concreting of both pools is complete. Filling, soaking and testing for the main pool has been completed. Internal blockwork and partitioning is progressing on all floors.  | <b>OneSource (Asset Management)</b><br>• Culture and Customer Access |
| <b>Opportunities: A thriving local economy</b>               |   |                  |                                |                                |                        |  |                |                                  |     |  |  |

| Line.no                                   | Indicator and Description   | Value             | 2017/18 Annual Target       | 2017/18 Q1 Target | 2017/18 Q1 Performance | Short Term DOT against Annual 2016/17 (Q4) |       | Long Term DOT against Q1 2016/17 |        | Comments  | Service & Supporting Service   |
|---|---|-------------------|-----------------------------|-------------------|------------------------|--|-------|----------------------------------|--------|---|--|
| 35  | Proportion of businesses showing employment growth  | Bigger is better  | 78780 (Annual)              | N/A               | N/A                    | -  | N/A   | -                                | 78,000 | This indicator will be reported at year end as data is only available annually and there is a time lag in it being published. The direction of travel is expected to be positive at this stage, given the number of new businesses and expansions reported. A new Inward Investment Delivery Plan is being developed, which aims to outline a number of new, proactive activities to support business growth and new investments into the Borough.  | Development  |
| 36  | Developments approved with an obligation requiring a Skills and Training Plan   | Bigger is better  | 100%                        | N/A               | N/A                    | -  | NEW   | -                                | NEW    | This indicator stems from the work underway on the Planning Advice Note on Employment, Skills and Training. Data is only available on an annual basis with collection beginning once the Employment, Skills and Training Planning Advice Note, which will set out basis for when a skills and training plan is needed, has been published   | Development<br>• Policy, Performance and Community   |
| 37  | The number of businesses expressing an interest to relocate to the Borough with a turnover of £10m+ or international recognition. | Bigger is better  | 150 (Annual)                | 37                | 5 RED                  | -  | NEW   | -                                | NEW    | Five expressions of interest have been received during Quarter 1 17/18 from businesses who have an international brand or turnover of £10m+. Out of the five, two have been converted to a new investment and three are still being supported. The communications team has provided support towards an inward investment magazine, website and launch event as well as attendance at MIPIM.   | Development<br>• Communications  |
| Places: A clean, safe environment for all |   |                   |                             |                   |                        |  |       |                                  |        |   |  |
| 38  | The number of burglary offences   | Smaller is better | 1,812                       | 506               | 555 RED                | ↓  | 483   | ↓                                | 513    | <p>Havering experienced an 8.2% increase against Q1 16/17, compared to a 7.8% increase for the whole of London.</p> <p><b>Corrective Action:</b><br/>Three Safe Zones have been delivered in Quarter 1, focusing on Northwood Drive, Carter Drive and Harwood Avenue. The Harwood Avenue Safe Zone was a joint initiative with the local Neighbourhood Watch and was integrated with a community clean-up requested by the Tasking Enforcement Group. The location of future Safe Zones is being reviewed in light of recent data trends. A full review of the Burglary Problem Profile will also be completed in Quarter 2 to inform future action. In the meantime, the Council is delivering a summer burglary prevention campaign in hotspot areas.</p> | Policy, Performance and Community  |
| 39  | The number of anti-social behaviour (ASB) offences  | Smaller is better | 6,100                       | 1,440             | 1050 GREEN             | ↑  | 1,352 | ↑                                | 1,392  | Havering has seen a reduction in anti-social behaviour offences compared to Q1 2016/17. Likewise, the rate for the whole of London remained stable (at a 0.2% increase). The Tasking Enforcement Group continues to evolve to include information which may assist partners in reducing anti-social behaviour. Targeted activity has taken place where specific issues have been identified, such as action to address drifting in the Rainham BID area. A proportion of complaints will be concerned with the recent rise in moped-enabled incidents, which is being addressed through Operation Venice.   | Policy, Performance and Community<br>• Children's Services (YOS)<br>• Culture and Customer Access (Youth Services) |
| 40  | Local Plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme           | N/A               | Timescale achieved (Annual) | N/A               | On Track GREEN         | -  | NEW   | -                                | NEW    | Cabinet at its July 2017 meeting approved a revised Local Development Scheme. In line with the revised Local Development Scheme, it also agreed a Proposed Submission version of the Havering Local Plan for consideration by Council at the end of July.   | Development  |
| 41  | The number of non-domestic violence with injury offences  | Smaller is better | 1,311                       | 349               | 349 GREEN              | →  | 349   | ↓                                | 333    | When comparing against Q1 last year, Havering has seen a 5.1% increase compared to a 3.5% rise for all of London. A proportion of these offences can be attributed to Romford's Night Time Economy, and a policing plan exists to provide extra resources to the area.  | Policy, Performance and Community<br>• Children's Services (YOS)<br>• Culture and Customer Access (Youth Services) |

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|--|---|-------------------|--|-------------------|------------------------------------|--|-------|----------------------------------|-------|---|--|
| 42   | Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met                                   | Bigger is better  | 90%  | 90%               | 90% GREEN                          | ↓  | 94.0% | ↓                                | 91.4% | Performance is currently on target. To date 40 people have completed safeguarding enquiries and have been asked their desired outcomes, of which 36 have been either fully or partially met. At the same stage last year, 35 people had expressed desire outcomes of which 32 had been fully or partially met.  | Adult Services                                     |
| 43   | The level of waste per head of population presented to East London Waste Authority (ELWA)   | Smaller is better | 441.01 kg per head (Annual)                  | 110.25kg per head | 118.4kg per head (Provisional) RED | -  | NEW   | -                                | NEW   | This PI measures the total waste delivered to ELWA. This includes collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities. If tonnages continue at this level throughout the year we would be slightly above target, however the peak in Quarter 1 is largely due to the amount of green waste collected at this time of year and tonnages will reduce through the winter. Various activities are working towards achieving our target, such as continued waste prevention campaigns, focusing on home composting, reuse, and Love Food Hate Waste as well as the launch of the Food Waste Challenge on 22nd July. We are reviewing operations in Highways and Grounds Maintenance to reduce waste, plus introducing policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centres. The Environment service is working with the Communications service to plan a campaign to reduce household food waste as 50% of waste is comprised of food in Havering and costs the council approximately £7m per year to dispose of. The Communications team has created a double-page spread in Living in Havering magazine in July featuring profiles of two of our Food Waste Champions and launching the Food Waste Challenge. This followed an article in the May issue which highlighted the scourge of fly-tipping in the borough as well as the Cleaner Havering e-newsletter and media releases on the Food Waste Challenge Launch and Jumble Trail. | Environment<br>• Communications                    |
| Places: High-quality homes                         |   |                   |  |                   |                                    |  |       |                                  |       |   |  |
| 44   | Delivery partner selected for the HRA regeneration programme by March 2018  | N/A               | Delivery partner selected (Annual)           | N/A               | On Track GREEN                     | -  | NEW   | -                                | NEW   | Overall on track and progressing according to plan. Evaluation process to reduce the bidders to six (6) is underway and expected to finish at the end of August.  | Housing  |
| 45   | % of council homes that meet the decent homes standard which ensures standards of fitness, structure, energy efficiency and facilities in council properties. | Bigger is better  | 98%  | 98%               | 99.2% GREEN                        | →  | 99.2% | ↑                                | 98.2% | Currently there are 8,784 properties that meet the decent homes standard and 70 (0.79%) properties which currently fail the standard.   | Housing  |
| Places: Award-winning parks and open spaces        |   |                   |  |                   |                                    |  |       |                                  |       |   |  |
| 46   | % of parks supported by a "Friends" group   | Bigger is better  | 17%  | 17%               | 17% GREEN                          | -  | NEW   | -                                | NEW   | 17 of 100 parks are supported by a Friends Group  | Environment<br>• Policy, Performance and Community |
| 47   | Number of Green Flag Awards   | Bigger is better  | 13 (Annual)                                  | 13                | 13 GREEN                           | ↑  | 11    | ↑                                | 11    | The Green Flag Award is the benchmark national standard for publicly accessible parks and green spaces. Havering has been awarded a further two awards from last year increasing the total to 13. The Parks that have currently hold the award are: Harrow Lodge, Haynes Park, Raphael Park, Bedfords Park, Cottons Park, Harold Wood Park, Hylands Park, Lawns Park, Lodge Farm Park, St Andrews Park, Upminster Park, Rise Park and Central Park.   | Environment<br>• Policy, Performance and Community |
| Places: A vibrant cultural and leisure destination |   |                   |  |                   |                                    |  |       |                                  |       |   |  |
| 48   | Commence construction of a new Market House in Romford, and deliver the transformation support programme for 2017/18.   | N/A               | Transform-action support programme delivered | N/A               | N/A                                | -  | NEW   | -                                | NEW   | The physical Romford Market Transformation Project has now been aborted due to final costings making the project unviable. An alternative growth strategy is currently being developed and, once finalised and agreed, it will provide an alternative Performance Indicator.  | Development  |

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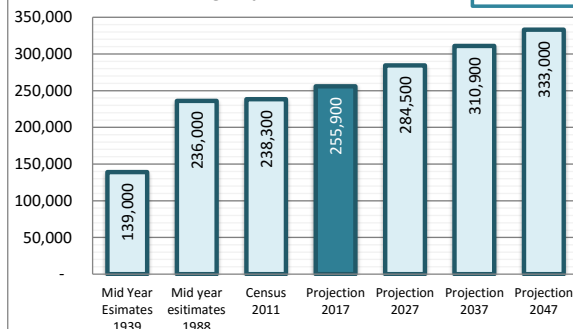


## Appendix 2: Quarter 1 2017/18 Demand Pressure Dashboard

### POPULATION

DP 01: Havering Population Growth

Annual



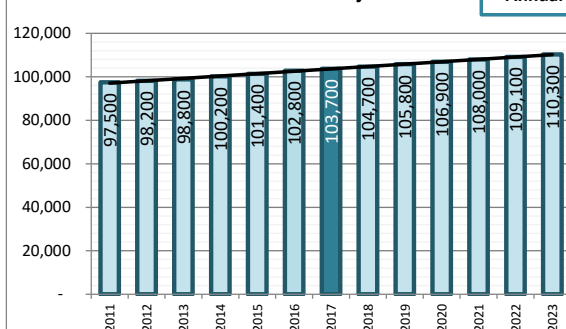
Source: 2011 Census; GLA 2016-based long-term trend population projections

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 (at 39%). \* Figures rounded to nearest 100

### POPULATION

DP 02: Households - GLA Projections

Annual



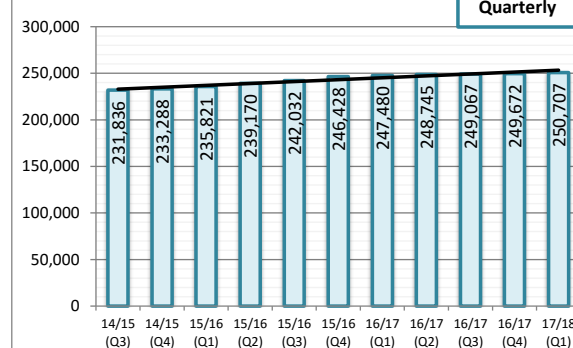
Source: GLA 2016-based households long-term trend Projections

GLA estimates of the total number of households by borough, indicate that the number of households in Havering has grown by 6,200 households from 2011 to 2017 and is projected to grow by a further 4,300 households by 2021. \* Figures rounded to nearest 100

### POPULATION

DP 03: GP Registrations

Quarterly

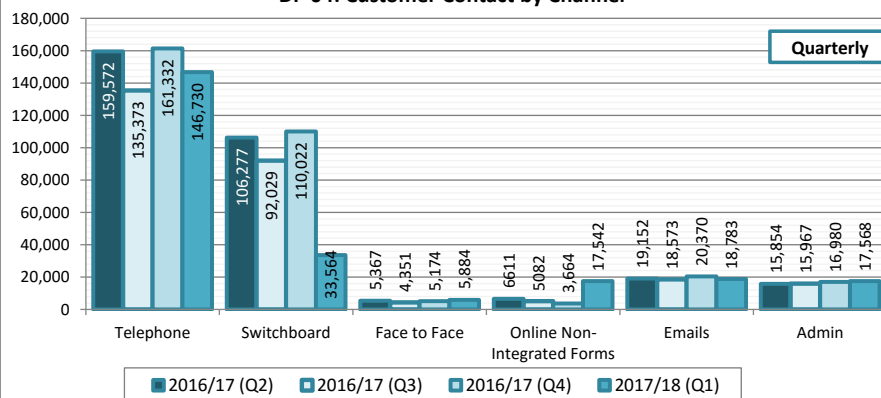


Q1 data for 2017/18 shows Havering's GP registrations are continuing to increase each quarter, with 1,035 additional registrations in Q1 2017/18.

### CUSTOMER SERVICES

DP 04: Customer Contact by Channel

Quarterly

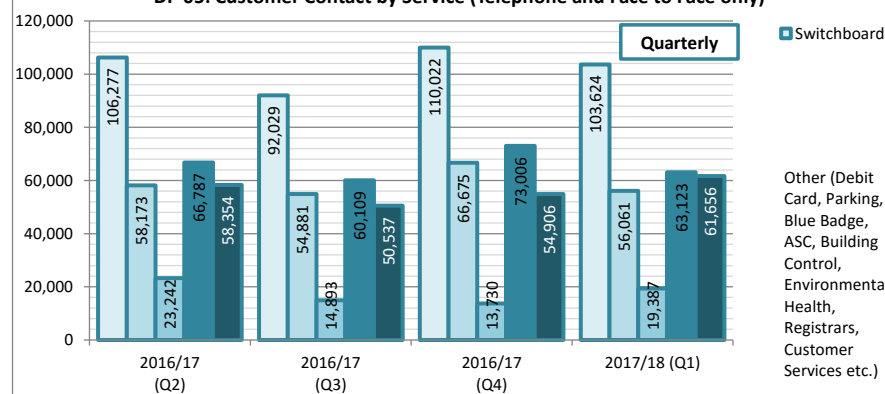


The planned introduction and promotion of further services available online will assist in the reduction of telephone contact, which continues to be the preferred method of customer contact. Quarter 1 saw a significant reduction in switchboard contact as well as a notable rise in online non-integrated 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.

### CUSTOMER SERVICES

DP 05: Customer Contact by Service (Telephone and Face to Face only)

Quarterly



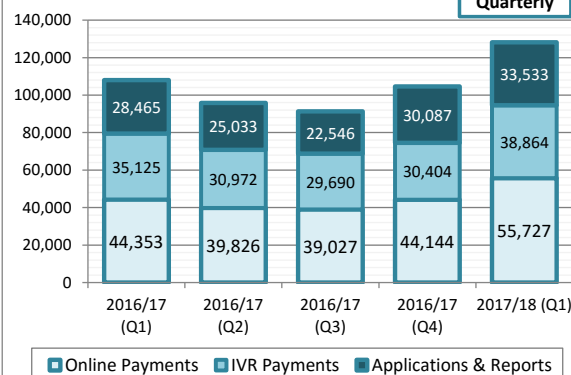
Other (Debit Card, Parking, Blue Badge, ASC, Building Control, Environmental Health, Registrars, Customer Services etc.)

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.

## CUSTOMER SERVICES

DP 06: Online Transactions

Quarterly

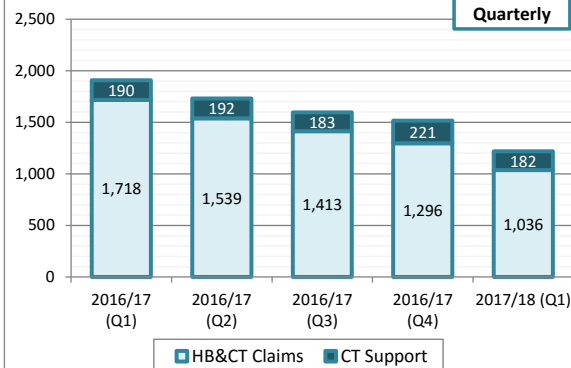


There have been continued increases during Q1 in online payments, IVR payments and service requests / applications. This was expected, as Green Waste renewals and Council Tax Annual Billing began in March. However volumes have still been higher than at the same time last year, indicating success in shifting customers online.

## HOUSING BENEFIT

DP 07: New Housing Benefit/Council Tax Claims

Quarterly

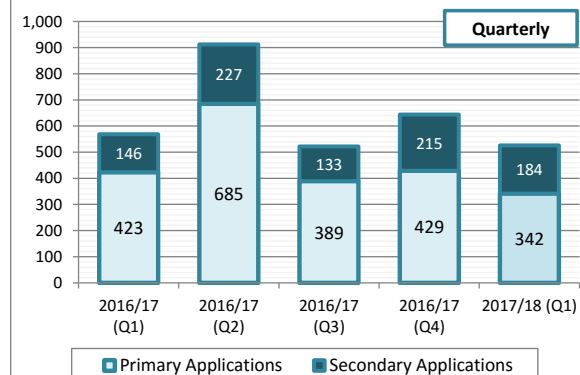


The total number of applications has decreased by 20% from Q4 2016/17 to Q1 2017/18. The Universal Credit (UC) rollout did not significantly affect numbers of claims given that new customers will claim UC instead of Housing Benefit and UC is administered by the DWP.

## SCHOOL APPLICATIONS

DP 08: School Applications

Quarterly

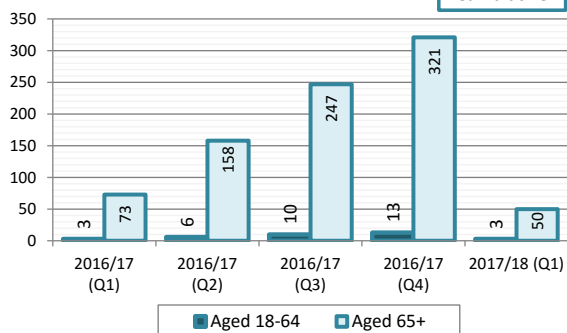


Compared to Q1 2016/17, the total number of applications has declined slightly. The number of applications for primary school places was the lowest we have seen during the monitoring period.

## ADULT SOCIAL CARE

DP 09: Permanent admissions to residential and nursing care homes

Cumulative

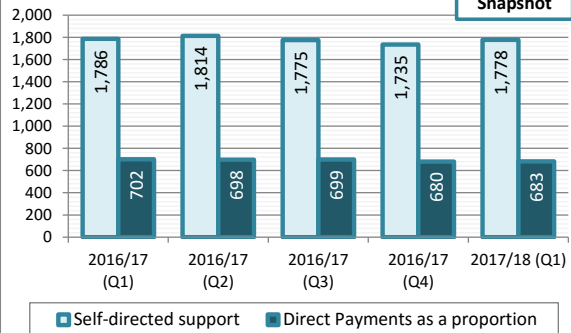


By the end of Q1, there had been 3 adults aged 18-64 in council-supported permanent admissions to residential and nursing care, which is the same as in Q1 in 16/17. There had been 50 adults aged over 65 in council-supported permanent admissions, representing a 32% decrease on the same period the previous year.

## ADULT SOCIAL CARE

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

Snapshot

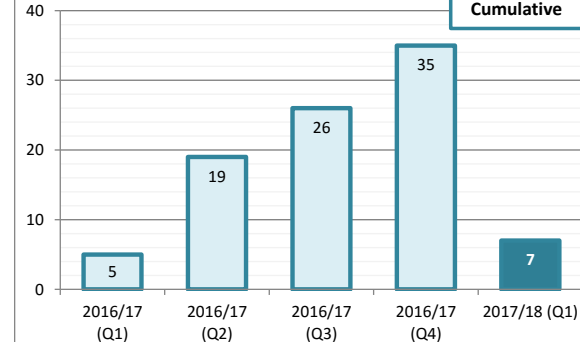


At the end of Q1, there were 1778 service users receiving self directed support, compared to 1786 at the same stage last year. There was a 2.7% reduction in the take-up of direct payments from June 2016 compare to June 2017.

## ADULT SOCIAL CARE

DP 11: Residents Requiring On-going Service After Reablement

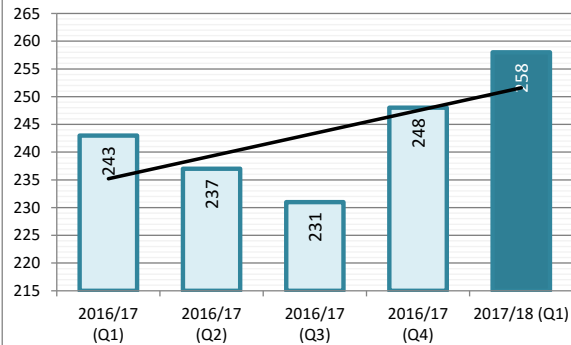
Cumulative



There has been a slight increase in the number of service users requiring long term services after a successful reablement episode from 5 in June 2016 to 7 in June 2017.

## CHILDREN'S SERVICES

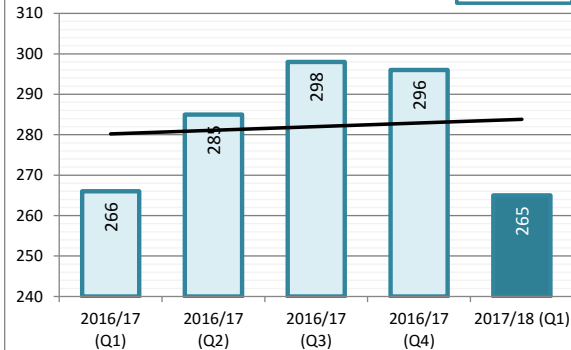
**DP 12: Number of Looked After Children (LAC)** Snapshot



The number of looked after children in Q1 (at 258) is considerably higher than at the same point last year (an increase of 6.2%). The size of the cohort has continued to rise over the past 9 months.

## CHILDREN'S SERVICES

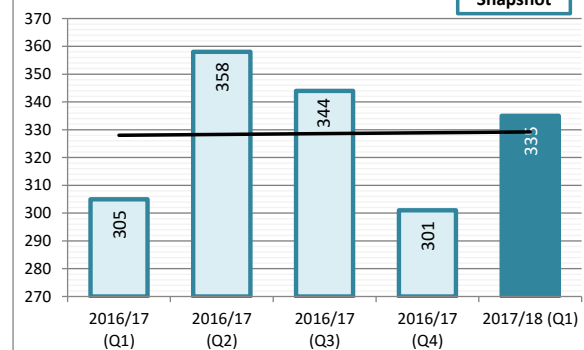
**DP 13: Number of Child Protection (CP) Plans** Snapshot



The number of CP cases (265) has decreased by a further 31 (-10.5%) compared to Q4 2016/17, and is currently lower than this point last year. This is the lowest figure we have seen since July 2016.

## CHILDREN'S SERVICES

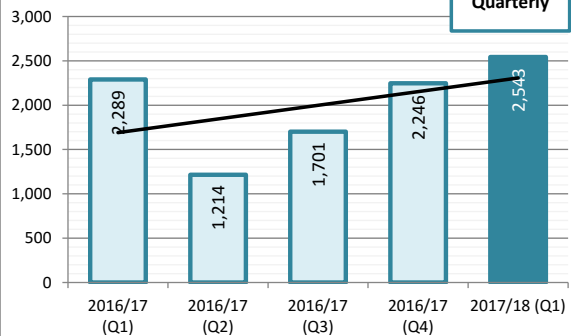
**DP 14: Number of Children in Need (CIN) Plans** Snapshot



The number of CIN plans had been steadily decreasing during Q3 and Q4, however has risen again in Q1 (by 11.3%). This rise is likely to be linked to the sharp decrease in CP Plans.

## CHILDREN'S SERVICES

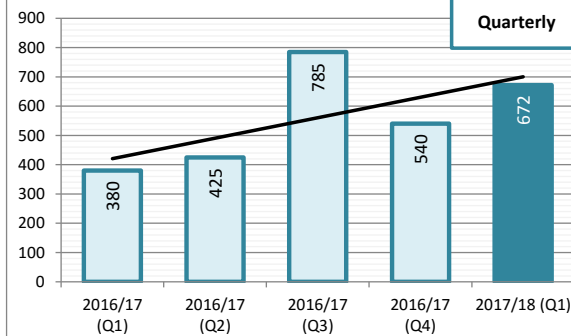
**DP 15: Number of Contacts received in Triage / MASH** Quarterly



There were 2,543 contacts received in Triage / MASH in Q1 2017/18; an increase of 297 (13.2%) on Q4 16/17 and 254 (11.1%) on the same period last year. It should be noted that we expect to see a decrease in the next quarter due to school holidays.

## CHILDREN'S SERVICES

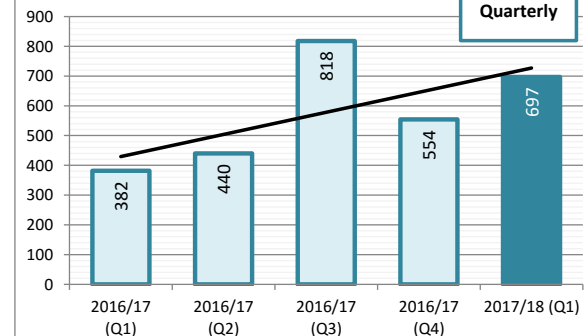
**DP 16: Number of contacts becoming referrals to Children's Social Care** Quarterly



There were 672 contacts that became referrals in Q1 2017/18; a 76.8% increase on this point last year. Overall activity has increased compared with the previous year however this is common following an Ofsted inspection.

## CHILDREN'S SERVICES

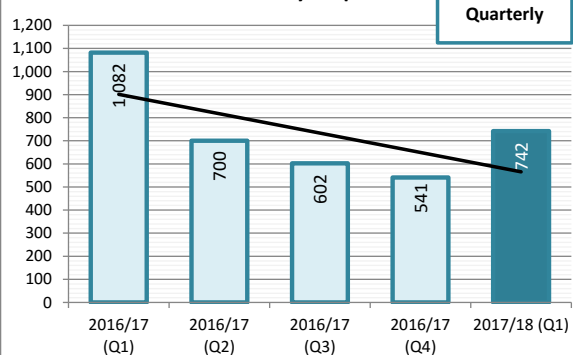
**DP 17: Number of referrals becoming assessments** Quarterly



There were 697 referrals that became assessments in Q1 of 2017/18; an increase of 25.8% on the previous quarter and an increase of 82.5% compared to the same period last year. This correlates with higher numbers of contacts and referrals.

## CHILDREN'S SERVICES

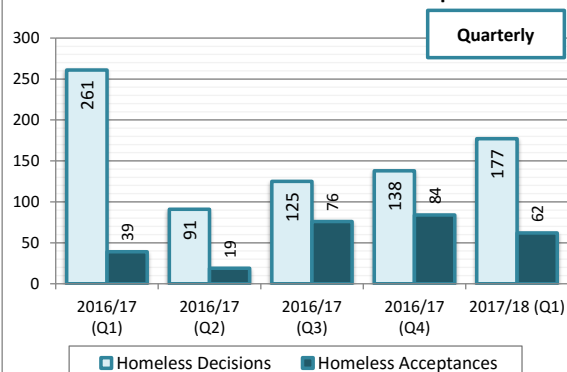
DP 18: Number of contacts referred to Early Help



After the steady decline in the number of contacts progressing to Early Help seen in 2016/17, the number has reassuringly increased by 201 (37.2%) in Q1 2017/18

## HOMELESSNESS

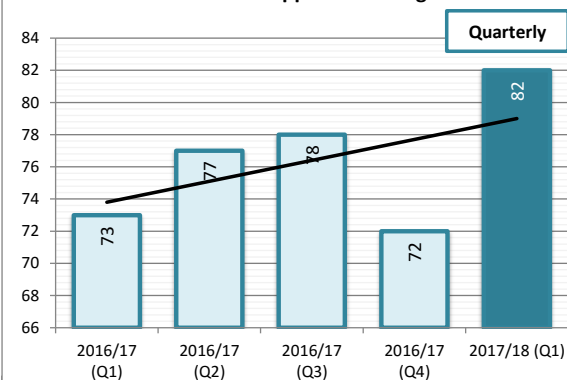
DP 19: Homeless Decisions and Acceptances



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%. The number of decisions has continued to increase since but not to previous levels. The proportion accepted fell significantly in Q1, to 35%, having been at 61% over the previous 6 months.

## COMMUNITY SAFETY

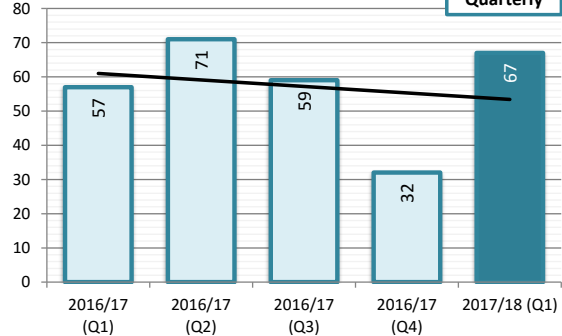
DP 20: Offenders supported through IOM



The number of offenders being managed through Integrated Offender Management was 82 at the end of Q1 2017/18, an increase of 10 from Q4 2016/17 and 9 more compared with the same time the previous year. This is slightly over the capacity for Havering (which is 80), demonstrating the high need for this aspect of the service.

## COMMUNITY SAFETY

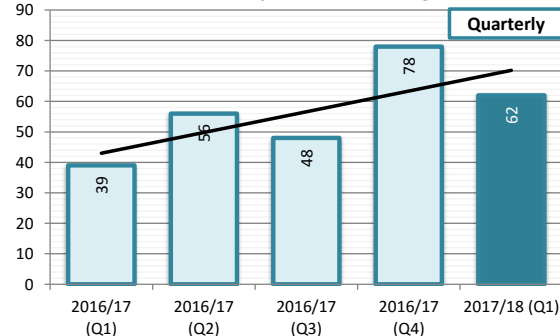
DP 21: Number of cases referred to the Domestic Violence MARAC



MARAC referrals had increased long term from 157 in 2012-13; 240 in 2014-15 and 250 in 2015-16. This dropped to 219 cases in 2016/17, however Q1 demonstrates a strong start in raising awareness with partners and increasing referrals.

## COMMUNITY SAFETY

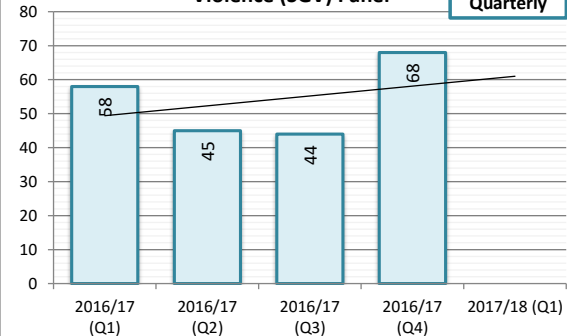
DP 22: Number of cases referred to the ASB &amp; Community MARAC Meeting



The ASB Panel and Community MARAC meetings were combined in January 2016 to reduce duplication of cases being represented at both panels. Q1 demonstrates a higher level than in the same period last year, however a number of these are repeat cases, returning to the

## COMMUNITY SAFETY

DP 23: Cases coming to the Serious Group Violence (SGV) Panel



SGV meetings have not been held in Q1 due to a problem with receiving data from the Police. This has now been rectified, and meetings will resume in Q2.