Appendix Bi

Transformation Plan for Havering Council

1. <u>Context:</u>

In common with all local authorities, the budgetary challenge for Havering is significant over the next 4 years. The Council has developed a major change and transformation proposal, which would deliver a smaller, more efficient Council, working more closely with residents to provide services which are valued and relevant, balance cost and quality, and meet community and individual needs as efficiently as possible.

2. <u>Proposals:</u>

The plan is divided into four main focus areas:

a) Demand Management and Community Capacity

This covers the redesign or reorganisation of staff and services to ensure we provide services cost effectively, increase residents' ability to remain independent for as long as possible, and manage support as close to their homes and communities as possible, when they are no longer able to manage independently.

The main areas of work to realise this ambition will include:

<u>Developing integrated and collaborative working with the National Health Service (NHS) and key voluntary sector partners in local areas:</u>
- The Council will reduce duplication of effort across organisations and ensure that people who need help to manage their health, care and general well-being are engaged with 'holistically' (health and care plans are brought together to manage the individual instead of separately by different organisations). Costs will reduce as the result of working more efficiently together.
- We will seek to streamline initial contact, to ensure that joint planning happens as early in the process as possible. Early support or help may avoid the need for long term support.
- Havering Council will work with service users, their carers and families to reduce the time people spend waiting for services and ensure they have access to other forms of support when this will help manage their conditions to best effect. By reducing the length of wait and the number of services involved, we will be able to reduce costs, while improving the customer experience.

<u>Supporting people who need assistance to live as independently as possible:</u>
- The Council is developing services focussed on supporting increased independence and community support to people who have long term conditions or who need additional support. We will develop services which support people through crisis and back to independence.

- We are developing additional supported living accommodation, to reduce the number of people with specific needs reliant on specialist accommodation outside of Havering.

Reducing Homelessness:
- The Council is working to address the current levels of homelessness in the borough and meet our new homelessness prevention responsibilities, introduced by Government on 1st April 2018. We need to meet increasing demand, find new ways of working and take a proactive approach to market management to ensure that that residents and families are supported to be as resilient as possible in resolving the risks of homelessness, and for there to be a sufficient provision of social housing to meet the needs of those residents for whom the Council has a housing duty.

Developing Community Hubs & Capacity:
- Havering has a range of buildings, including libraries, which are under-utilised and could be used for multi-purposes to offer services direct to neighbourhoods or local communities.
- Community hubs, when introduced elsewhere have increased community engagement, supported cohesion and 'ownership' of neighbourhoods by increasing local civic pride. They provide a space for the community to get together and for the voluntary sector, JobCentre+, health and care services, family services etc to offer drop-in and booked sessions. This will be important for people who are often reluctant to travel to main Council buildings and may not seek support until the point of crisis. In some instances, the Community Hubs have been a source of increased revenue, but in general they reduce overall demand for Council services and enable communities to help themselves.

Review of Bereavement Services:
- The offer provided by Bereavement Services are subject to the annual fees and charges uplift, which makes Havering one of the most expensive authorities for burials and cremations. Services will be reviewed to become more commercial, to provide better value to residents and allow the Council to compete with other organisations providing these services by changing thinking about funerals and memorials. By being more competitive, the Council will be able to increase revenue and provide an improved range of services to residents.

Building Sustainable Communities
- Although Havering has a relatively resilient population, there is still demand that can be reduced if the local population were empowered to do things for themselves. We want to develop engagement with residents, to develop greater focus on co-design and development of community based support, as well as working with residents on managing integration, pride in our Borough and a focus on making neighbourhoods safe, welcoming and attractive. This will include

working with voluntary and community groups to ensure collaboration and partnerships help us to deliver improvements in wellbeing and community cohesion, as our borough moves into the 2020s.

- Although progress has been made in working more collaboratively, we want to develop the engagement of our residents in ways which encourage community involvement and improve employment, economy, social inclusion and aspiration for our borough.

b) Review of 'Back Office' Services:

The Council is looking at how it can further improve value for money from its internal operations and contracts with service providers, to ensure that the 'Havering Pound' is well spent. We are therefore undertaking the following efficiency reviews:

Full cost recovery
- This proposal seeks to identify opportunities to increase income generation and cost recovery within the fees and charges structures. The Council has a fees and charges policy which contains eight principles. These will underpin the review alongside the drive to full cost recovery.

Review of Contracts and Market Management
- The Council will review contracts to ensure that the very best value is being provided by all our suppliers and where we can identify services that are no longer required or are not fit for purpose, we will discuss re-structuring provision or plan to withdraw from a contract.
- We will talk to the provider market about innovation and modernisation of the services we provide, improved use of technology to provide cost-effective solutions and to minimise 'overhead' costs, wherever possible. We will prioritise the potential for 'doing things differently' and work together to ensure we plan services and contracts so that they support the needs and ambitions of our residents.
- In addition, we will ensure major contracts enable added 'social value' (such as apprenticeships, partnerships with communities or with our schools and colleges to support employment, social wellbeing and community development)

Recruitment & Retention:
- The Council is already reviewing what services and support will be required in future. We recognise that increased use of Digital (websites, on-line booking and self-service and apps for smartphones) will help us to manage our resources more effectively. We need to recruit the right people to support us to develop and manage these services, so that they are easy to use and help us to meet the expectations of residents.
- As we become a smaller Council, we need to ensure that we have the right staff, at the right level in the right areas and we are actively planning to manage our

workforce to ensure that it is flexible, adaptable and can meet the changing nature of local government effectively.

Performance & Productivity
- Havering's ambitions are significant. We are working to develop a high performance culture, which will enable us to be the best we can be in supporting our residents.
- We are providing skills and capability development for staff and ensuring that we recognise and support key professional groups to reduce unnecessary spend on agency staff to cover key vacancies. We are working to identify ways to provide affordable accommodation for these workers.
- We are streamlining processes and services to reduce the cost of the Council's internal operations and focussing more investment into front line services.

Commerciality
- The Council will seek opportunities for generating additional income through commercial activities. This particular approach and programme of work will look at where the Council could 'sell' its service to other organisations and generate income.
- Ideally the Council would seek to make profit from selling its services, however there will be instances where services may be sold to reduce gross expenditure over the short to medium term due to market conditions or where capacity for the service is provided over a short time limited period only.

Service Redesign & Commissioning
- We know that other councils have transformed and saved money by looking at different ways to deliver services.
- Havering will adopt this model to conduct a full review of the Council's service delivery models and consider alternatives which may include:
  - Outsourcing services currently provided in-house
  - Potential joint venture models
  - Bringing some services in house currently outsourced
  - Further sharing of services with other organisations
  - Transfer of services to council-owned companies or community interest companies.

c) Infrastructure

Managing Traffic Flow and Parking
- Havering intends to address the lack of information about available parking spaces in town centres to reduce congestion
- We also intend to work to ensure there is sufficient resident parking availability by better managing commuter parking and improving the efficiency of administrating permits

- We will also review parking tariffs to ensure consistency across the Borough to make sure parking is better managed and appropriately time limited in key areas of pressure
- We will continue to find ways to improve traffic flow and transport around the Borough for both environmental reasons and convenience to our residents.

Developing Smart Infrastructure
- Havering intends to develop a range of 'smart infrastructure' to provide technological solutions to the management of a range of infrastructure challenges. These include:
  - o improving access to high speed broadband
  - o active highway management and maintenance through the use of smart technology
  - o a more active, partnered approach to anti-social behaviour and crime
  - o evaluate the potential of drone technology to support traffic flows, planning, crime and a range of other services
  - o improved energy management through the use of smart meters, making better use of technology to manage street lighting, signage, planning compliance.
- We will also evaluate opportunities to work across boroughs, with partners in the public and private sector, to ensure that new building projects consider the use of smart technology to manage repairs and maintenance, support our waste management plans and help us to realise ambitions for greater self-management and independence for older and disabled residents.

d) Transforming other areas

Havering is also looking to review and transform systems, processes and properties to reflect the changing nature of Council services and ensure that they are efficient, cost effective and fully enable the Council's ambitions for Havering. These include:

Asset Optimisation:
- Havering recognises the need to review the property it owns and to do this, where possible, in partnership with other public sector bodies, to deliver shared use of buildings and the most efficient planning of buildings and their future use. As the Council becomes smaller and some services transfer to on-line, or are delivered through community hubs, we expect the number of buildings we need to reduce. We need to ensure that we plan buildings and services around the needs and preferences of our residents, as well as the Council.
- The programme will also address the potential to sell or lease excess capacity, to maximise rental potential and consider the re-use or re-purposing

of buildings and facilities management services. This will enable us to generate income, help us to realise ambitions for community provision, or work with regeneration partners and others to improve the built environment in Havering.

Process Review and Automation:
- Many other councils have made significant savings from streamlining internal processes and the automation of transactional services. We will review all high volume/low complexity processes and consider how we can make them faster, more efficient and the potential to move them to automated processing. The aim is to reduce turnaround times, improve on-line access to information and advice, allow booking, paying and reporting issues (and their resolution) to be completed on-line and reduce the amount of manual processing, which adds to both workloads and delays in response times.
- We will develop opportunities to use new technology to enable a 'do it once' approach to all our services and reduce the level of administration and bureaucracy in services still further.
- We will also ensure that public access to on-line services becomes easier and more complete, supporting our residents to do more on-line, where they wish to do so. Our approach will be 'digital by design' – so we will try to ensure digital services are simple, easy to use and accessible 24/7.

Business Information & Analytics:
- Havering is one of the London leaders for its current 'data warehouse' (a system used for reporting and data analysis, considered a core component of business intelligence). It is a repository of integrated data from many disparate sources, which stores current and historical data in one single place, used for creating analytical reports and evidence to support effective service planning and management of a range of activities and prioritisation.
- We intend to progress development of this system to support understanding of 'what works' and why, and as a modelling tool, so that we can understand the impact of proposals and ideas for development or changes of services on cost and quality, so we invest the Council's resources as effectively as possible.
- We will also use improved insight and analytics to ensure we improve customer experience: for example, by developing automation of processes and information sharing so people will only have to tell us once when they are moving in or out of the Borough.