



CABINET

7.30 pm	Wednesday 21 September 2016	Council Chamber - Town Hall
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Members 10: 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, Regulatory Services and
Community Safety

Councillor Melvin Wallace

Culture and Community Engagement

Councillor Clarence Barrett

Financial Management

Councillor Ron Ower

Housing Company Development and
OneSource Management

Councillor Joshua Chapman

Deputy Cabinet Member assisting Cabinet
Member for Housing

Councillor Jason Frost

Deputy Cabinet Member assisting Cabinet
Member for Environment, Regulatory
Services & Community Safety

Andrew Beesley
Committee Administration Manager

For information about the meeting please contact:
Grant Soderberg tel: 01708 433091
e-mail: grant.soderberg@onesource.co.uk



Webcast

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which is not in camera range.

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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.

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Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

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

4 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meeting held on 12 July 2016, and to authorise the Chairman to sign them.

5 ESTABLISHMENT OF AN ACTIVE HOMECARE FRAMEWORK IN HAVERING (Pages 9 - 38)

6 BUSINESS INTELLIGENCE STRATEGY 2016-2019 (Pages 39 - 90)

7 ANNUAL TREASURY MANAGEMENT REPORT 2015/16 (Pages 91 - 102)

8 FOUR YEAR FINANCIAL SETTLEMENT (Pages 103 - 108)

9 QUARTER 1 CORPORATE PERFORMANCE REPORT (2016/17) (Pages 109 - 132)

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MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Tuesday, 12 July 2016
(7.30 - 8.20 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, Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management
Councillor Ron Ower	Housing Company Development and OneSource Management
Councillor Joshua Chapman	Deputy Cabinet Member assisting Cabinet Member for Housing

Apologies were received for the absence of Councillor Jason Frost.

Councillors Ray Morgon and Jeffrey Tucker also attended.

There was a member of the press present.

Councillor Joshua Chapman disclosed an interest in item 5 on the agenda – the Local Implementation Plan - as he was an employee of Transport for London and there could be a conflict of interest. He withdrew from the Chamber during the consideration of this item and returned afterwards. Unless otherwise indicated, all decisions were agreed unanimously with no Member voting against.

61 **MINUTES**

The minutes of the meeting held on 15 June 2016 were agreed as a correct record and were signed by the Chairman.

62 **2017/18 LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION**

Councillor Osman Dervish, Cabinet member for Environment, Regulatory Services and Community Safety, introduced the report

Cabinet was reminded that the Council made an annual Local Implementation Plan (LIP) Spending Submission to Transport for London (TfL) for funding transportation initiatives. This was the major source of funding for transport for the Council.

The Submission had to be consistent with the Mayor of London's Transport Strategy, and the Council's own adopted Local Implementation Plan strategy document.

The report before Members recommended that Cabinet approval of the detailed and full LIP Submission (including its Principal Road Maintenance and Bridge Strengthening bids) should be delegated to the Cabinet Member for Environment, Regulatory Services and Community Safety prior to it being submitted to TfL.

The report made clear that the recent Mayoral election and the Government's Comprehensive Spending Review would have influence in the way that the submission for 2017/18 was prepared.

TfL was expected to provide guidance to boroughs on preparing the 2017/18 submission in the near future. A copy of this guidance will be placed in the Members Resource room when it becomes available. TfL was also expected to inform boroughs of its indicative allocation for the 2017/18 financial year later this year. It was currently expected that TfL would confirm the funding for the proposed 2017/18 programme in late 2016 and, as in previous years, Members would be advised about the outcome.

The report confirmed that, as previously, the Council would continue to explore additional opportunities for funding transport programmes/policies to supplement those from the LIP allocation such as other TfL funding streams (e.g. TfL Major Schemes funding), other external funding sources and contributions from development proposals.

Reasons for the Decision

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

Alternative Options Considered

There are no alternatives if the Council wished TfL to confirm its LIP funding award to Havering for 2017/18.

Cabinet:

1. **Noted** that approval of Havering's full final LIP Funding Submission for 2017/18 to TfL be delegated by the Leader to the Cabinet Member for Environment, Regulatory Services and Community Safety.
1. **Agreed** that other opportunities for investment in transportation initiatives would continue to be sought from TfL outside the LIP Annual Spending Submission process and from other stakeholders and funding sources.

63 **ANNUAL CORPORATE PERFORMANCE REPORT (2015/16)**

Councillor Clarence Barrett, Cabinet member for Financial Management, introduced the report

Cabinet was reminded that the Corporate Performance Report provided an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud). The report highlighted areas of strong performance and potential areas for improvement.

Where performance was more than the 'target tolerance' off the annual target and the RAG rating was '**Red**', 'Corrective Action' was included in the report. This highlighted what action the Council would take to address poor performance.

Members were informed that the report before them was for the year 2015/16 and that it contained 83 quarterly and annual Corporate Performance Indicators which had been measured. All of the 83 indicators had been given a "RAG" status. In summary:

- **64 (77%)** had a RAG status of **Green**.
- **19 (23%)** had a RAG status of **Red** or **Amber**.

This represented slightly improved performance compared with Quarter 3, when 70% of PIs were RAG rated **Green** and 30% were rated **Red** or **Amber**.

Cabinet was reminded that it had approved changes to future performance reporting arrangements when it received the Quarter 2 CPR. From the new financial year onwards the quarterly and annual Corporate Performance Reports would be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This would allow the OSC Board to maintain oversight of the value the individual committees were adding in monitoring and influencing performance and would also allow the Cabinet reports to reflect any actions the OSC committees might be taking to improve performance in highlighted

areas. It was anticipated that the time taken to complete the entire reporting cycle would, as a consequence, be shortened.

Members were also informed that also being introduced was a process for measuring customer satisfaction. Whilst the PIs currently included in the Corporate Performance report provided both Members and officers with vital performance information that could be used to improve services, there were few PIs that focused on customer satisfaction. There were various options to address this and, in order that the Council might fully understand the options available and what the benefits and resource implications of each option might be, the Communications Service was currently seeking views from an external consultant to gain expert advice on how the Council could gauge residents' satisfaction in the most meaningful way. This would inform any new performance indicators which were likely to be included in the Corporate Performance Report during 2016/17.

Reasons for the decision:

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

Other options considered: N/A

Cabinet:

1. **Reviewed** the levels of performance set out in **Appendix 1** to the report and the corrective action that was being taken, and
2. **Noted** the content of the Demand Pressures Dashboard attached as **Appendix 2** to the report.

64 **AWARD OF THE SPORT AND LEISURE MANAGEMENT CONTRACT**

Councillor Melvin Wallace, Cabinet member for Culture and Community Engagement, introduced the report

Members were informed that the report before them sought Member agreement to award the Council's Sports and Leisure Management Contract, for a period of 20 years, from October 1st 2016. The report also sought Member agreement in principle to the building of a new Hornchurch Sports Centre, investment in new health and fitness facilities at Central Park Leisure Centre and to the continued Council funding of the Chafford Sports Complex, within the parameters that were identified in the report.

The report furthermore sought Member agreement to award the contract to Tenderer A on the basis that they had submitted the most economically advantageous tender (a "meat" bid) to the Council, taking account of all relevant price and quality evaluation issues.

Reasons for the decision:

The preferred bid had been selected because it achieved the best overall score, taking account of price and quality, when assessed against the evaluation criteria identified in the table included in paragraph 21 of the report.

Other options considered:

In considering alternatives for the management of the Sport and Leisure facilities there was not a 'do nothing' option as the current contract for the management of the facilities would end on September 30th 2016. The option of extending the contract for another 5 years had already been ruled-out on the basis that it would not achieve value for money for the Council (as set out in the Tender Strategy produced in February 2014). The option of bringing the service back in-house had also been ruled-out because of the tax implications that would arise and because it was believed that an experienced leisure operator was more likely to maximise the commercial opportunities that were available as compared to the Council. It was also the case that an external operator (providing it was delivering the contract through a Trust, Charity or similar organisation) could secure significant NNDR and VAT advantages, in comparison to the Council.

The option of retaining the existing Hornchurch Sports Centre had been considered but rejected given the age of the building, the fact that it would almost certainly need to be replaced in the next 10 - 20 years and because of the significant repair and maintenance costs associated with the current building.

Following consultation with the Council's Legal Advisor, Cabinet was informed that paragraph 20 in the report needed to be replaced with the following wording:

"20. Tenderer A's best "Price" score at the BAFO stage is linked to their "Core Bid" and a contract term of 10 years. Tenderer B's best "Price" score is linked to their "Mandatory Variant Bid" and a contract term of 20 years."

Furthermore, the Legal Advisor requested that some changes to the wording of some of the recommendations be made and Cabinet agreed to those changes, the recommendations to read:

Cabinet:

- 1 **Awarded** the Sports and Leisure Management Contract for a period of 20 years starting on October 1st 2016, to Tenderer A, on the basis that they had submitted the most economically advantageous tender, taking account of all the relevant price and quality evaluation issues identified in the report;
- 2 **Agreed in principle** to the Contract reverting to a 10 year period if Tenderer A was not able to secure planning permission to build the

proposed new Hornchurch Sports Centre and to delegate responsibility to the Chief Executive after consultation with the Head of Culture and Community Access to negotiate and agree revised contractual arrangements at the appropriate time should that eventuality arise;

- 3 **Noted** that the award of the Contract to Tenderer A would result in the Council receiving an average annual net payment of £967k through the life of the Contract once the Council's Prudential Borrowing costs had been taken into account and that this would deliver the already agreed MTFS savings of £700k per annum;
- 4 **Agreed** that the Chief Executive after consultation with the Head of Culture and Community Access negotiate and agree a final Contract price with Tenderer A, taking account of any agreed changes to the Contract and any associated agreed Variations to the Contract price;
- 5 **Noted** that the funding required to progress all of the investments proposed by Tenderer A would be arranged and secured by the Council and that the costs associated with securing this funding had been factored into the financial analysis which showed the £700k MTFS savings would be achieved;
- 6 **Delegated** authority to the Head of Culture and Community Access after consultation with the Deputy Director of Legal Services, to negotiate and agree a variation to the Contract which would allow the continued operation of the Chafford Sports Complex from October 1st 2016 - subject to any revenue costs to the Council being mitigated as far as possible - the school paying for their use of the facilities, a break clause being included in the Contract to cover a situation where the Council developed a new sports and leisure facility in the south of the borough and subject to agreement being reached with the Chafford School and Tenderer A;
- 7 **Noted** that as part of their tender submission Tenderer A would build a new Hornchurch Sports Centre on the site of the existing main car park and land to the west of that car park, subject to planning permission being secured;
- 8 **Delegated** authority to the Head of Culture and Community Access after consultation with the Chief Executive and the Cabinet Member Culture and Community Engagement, authority to establish whether there was a strong business case for retaining and converting the existing Hornchurch Sports Centre sports-hall into a multi-purpose entertainment venue, rather than demolishing it;
- 9 **Will Receive** a further report on the potential conversion of the existing Hornchurch Sports Centre sports-hall should there be a strong business case for so doing;
- 10 **Noted** that as part of their tender submission, Tenderer A would improve the health and fitness facilities at Central Park Leisure Centre, subject to planning permission being secured;

- 11 **Delegated** authority to the Head of Culture and Community Access after consultation with the Deputy Director of Legal Services, to agree and sign the final Contract, the Leases and all other documents required to enact the Contract.

Chairman

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CABINET

21 SEPTEMBER 2016

Subject Heading:

Establishment of an Active Homecare Framework in Havering

Cabinet Member:

Councillor Wendy Brice-Thompson,
Cabinet member for Adult Services and Health

CMT Lead:

Barbara Nicholls, Director for Adult Services

Report Author and contact details:

John Green, Head of Commissioning,
john.green@havering.gov.uk,
01708 433 018

Policy context:

The Havering Adult Social Care Market Position Statement 2015, states the Council's commitment to work with providers to develop homecare that provides:

'...Positive outcomes for adults with care needs in preventing the worsening of their condition, looking to re-able and rehabilitate individuals where it is possible.'

Financial summary:

The Council currently spends approximately £9,460,560 per year on homecare. The potential value of this new homecare framework over five years would be £47,302,800

Is this a Key Decision?

Yes

When should this matter be reviewed?

August 2017

Reviewing OSC:

Individuals

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

Havering will be clean and its environment will be cared for	<input type="checkbox"/>
People will be safe, in their homes and in the community	<input checked="" type="checkbox"/>
Residents will be proud to live in Havering	<input type="checkbox"/>

SUMMARY

The current homecare framework contract will expire on 27 January 2017. This framework has failed to deliver the required capacity. There are a number of reasons for this which includes providers being unable to deliver the care required or leaving the market. To ensure no one goes without care the Council has had to increasingly spot purchase care from homecare providers outside the framework.

To resolve these issues the Council propose establishing a new Active Homecare Framework (AHF). This type of framework will give the Council and homecare providers greater flexibility and ensure that all homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents.

RECOMMENDATIONS

That the Leader, after consultation with Cabinet:

1. **Authorise** in principle the establishment of the Active Homecare Framework detailed in the body of the report for the placement of packages of homecare in Havering to take effect on the expiry of the current arrangements
2. **Delegate** authority to the Director of Adult Services to take all necessary steps to set up the Dynamic Purchasing System to be known as the Active Care Framework in accordance with the Public Contract Regulations 2015 (the Regulations) and the Council's Contract Standing Orders (CSO), including but not limited to agreeing a specification for the service, approval of and dismissal of providers, approval of contract terms, setting quality requirements and considering any necessary Equality Impact Assessment and implementing any changes required by it.
3. **Delegate** authority to the Director of Adult Services to agree any amendments in accordance with the Regulations and CSO to the Dynamic Purchasing System for the duration of the term including any termination of the arrangements.

REPORT DETAIL

1. The current homecare framework commenced in 2013 and ceases on the 27 January 2017. This framework has failed to deliver the required homecare capacity (i.e. availability of staff) intended within the model. This

led to adult social care experiencing difficulties in setting up packages of homecare. The Council contracted with 12 homecare providers when the framework was established in 2013. This has reduced to 8 due to providers leaving the market or unable to deliver the required care. To place packages of care the Council has had to increasingly spot purchase care from homecare providers outside the framework.

2. To date, no one has been left without a package of care and support but it has become increasingly difficult to find placements, often requiring a lot of negotiating and persuading with a number of different care providers.
3. There are a number of reasons for the capacity issues. When the framework commenced in 2013 some of the new homecare providers were not able to recruit the required staff, therefore were unable to pick up packages from the beginning. When the framework commenced many residents wanted to stay with their existing homecare provider and not transfer therefore the new homecare providers did not receive the number of cases they were expecting.
4. Quality assuring new providers to spot contract with can be resource intensive. Quality checks on new providers are comprehensive and include areas such as training records, staff recruitment policies, CQC rating and registration details. However, spot contracted homecare providers have not been through the same evaluation process as those that tendered to be part of the framework.
5. There are recognised sector wide problems with recruiting and retaining homecare staff but there are some Havering specific demands which have been identified. These demands include the geographical size of the borough, less urban concentrations and certain areas being less accessible than others. The pool of people likely to go into care work are found more readily in neighbouring boroughs exacerbating the difficulties of recruiting in Havering.
6. To overcome some of these challenges and to recognise the additional pressures introduced such as the National Living Wage, Havering has agreed a significant increase to the homecare hourly rate of 10%. This increase demonstrates that the Council values the care provided by homecare staff and wants to create a more sustainable market in Havering.
7. To resolve the issues with the framework, from February 2017 the Council propose establishing a new Active Homecare Framework (AHF). This will give the Council and homecare providers greater flexibility and ensure that all homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents.
8. AHF is our description for a new type framework which is similar to a standard framework agreement. It allows a number of providers to be appointed to deliver services of a similar nature by successfully completing an evaluation process. It is active in that providers can easily join the framework at any time by successfully completing the evaluation process. It is also active in that the Council can modify how the AHF is applied in the

- future, providing this has been made clear to all. (This process is known under EU Procurement law as a Dynamic Purchasing system (DPS)).
9. The AHF will be advertised in accordance with EU procurement regulations, following which interested homecare providers can apply to join. Applications will be evaluated against a set criteria expected to cover areas such as quality, safeguarding, staffing and service delivery. This will assess provider's knowledge, experience, expertise and ability to deliver homecare. Providers that pass the evaluation will be added to the AHF and issued with a contract. Following this any provider that is on the AHF will be able to apply to deliver any package of homecare advertised by the Council.
 10. Once established, additional providers can apply to join the AHF at any point in the future. All applications will be evaluated in the same way, using the same selection criteria. All packages of care on the AHF will be paid at Havering Council's usual hourly rate.
 11. Providers that are not performing to the required standards or who no longer meet the quality requirements could be excluded from the AHF.
 12. The benefits to introducing this new type of framework include:
 - flexibility for both providers and the Council;
 - fair to all;
 - a range of homecare providers that have been quality assured and are available to deliver care;
 - providers are free to leave and join; and
 - simpler application and evaluation process.
 13. The Council may modify how the AHF is applied, provided the new rules and procedures are clear, transparent and available to all. In the future the Council might consider changes such as increasing the quality threshold, varying the price paid for homecare or provider selection based on quality and feedback from residents receiving homecare. In introducing AHF we are considering piloting the monitoring and payment for homecare based on outcomes rather than outputs (e.g. minutes of care delivered). This would be introduced incrementally and based on evidence from the pilot. The AHF will be the means by which the Council will evaluate and appoint providers to deliver care in Havering. We will then work with these providers to deliver care in a way that provides the best outcomes for residents.
 14. An on-going issue for homecare are the levels of unpredictable demand coming from the hospital. If we are unable to respond flexibly then this can mean delayed transfers of care from the hospital setting to home. To address this, the AHF will also consider, at points of increased demand (e.g. severe winter weather) or reduced supply (e.g. lack of care workers during school holidays) having emergency capacity that is commissioned on the basis of having carers on standby to take packages at short notice. As much as possible this will be minimised but experience has shown that this market needs such capacity at times and this will be designed in to the model. We will work with providers to ensure the premium paid for care in Havering is

passed on to care staff and this commitment will be part of the model going forwards.

15. In establishing the AHF we would learn from the problems with the introduction of the existing framework agreement and take a phased approach applying the AHF for new packages of care rather than shifting existing packages.

REASONS AND OPTIONS

Reasons for the decision:

This decision is required as the current framework agreement for homecare is due to expire therefore the Council needs to establish a new way of purchasing homecare from February 2017 onwards. Establishing a AHF will ensure that all homecare providers have been quality assured and evaluated in the same way and offer greater flexibility to make changes and add new providers in the future.

Other options considered:

Option a) Introduce a framework agreement.

Procuring homecare through a standard framework agreement would not offer the same levels of flexibility. If providers were unable to deliver the required levels of homecare in the future we would not be able to introduce new providers to the framework. We would also not be able to make changes such as varying the quality threshold or focusing on the outcomes of the care delivered.

Option b) Continue spot purchasing.

Spot purchasing homecare would put the Council at risk. This would mean spending significant level of funding without following a standardised procurement process which is not fair and transparent to all.

Option c) Do nothing

The other option would be to do nothing. This is not a viable option due to the issues raised in this report.

IMPLICATIONS AND RISKS

Financial implications and risks:

The establishment of an Active Homecare Framework (AHF) will allow a flexible approach in providing homecare

Providers will be assessed and can join and leave accordingly, and at the same time under performing providers can be easily removed.

It is anticipated that the AHF approach will allow times of unpredictable demand coming from Hospitals, or increased demand due to severe winter weather to have assessed providers on hand and avoid spot purchasing as the current position stands at times of increased demand.

The homecare rate has been increased by 10% which has allowed for a fair price of homecare provision to be provided, therefore, it is anticipated that this will attract providers to join the AHF that can cover the demand of care required throughout the year and over the entire geographic location of Havering.

There is a risk to the service if the necessary checks and controls are not embedded when checking quality standards of the providers, or to remove any underperformers from the Active Homecare Framework in a timely manner.

Provision will also need to be made for any future increases in prices in order to ensure a varied provider framework that can meet the needs of the users.

Legal implications and risks:

There is a requirement to comply with the Council's Contract Procedure Rules (CPRs), Financial Regulations and EU legislation. In particular the Public Procurement Regulations provide that any call for competition must make it clear that a DPS is involved and must offer unrestricted and full access to the procurement documentation for the duration of the DPS.

The DPS has the advantage of permitting the Council to consult a large number of potential suppliers who are capable of delivering the Council's requirements.

Human Resources implications and risks:

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

Equalities implications and risks:

A full equality impact assessment has been completed.

If the establishment of the Active Homecare Framework is approved it will mean the Council are able to continue providing Homecare services offering support to vulnerable adults.

Cabinet 21 September 2016

The introduction of the new homecare framework is likely to have a positive impact on service users accessing homecare services. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents.

With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.

BACKGROUND PAPERS

None

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Equality Impact Assessment (EIA)

Document control

Title of activity:	Establishment of an Active Homecare Framework in Havering
Type of activity:	<p>A proposal to implement an active homecare framework to replace the current homecare framework agreement.</p> <p>The new framework will award homecare contracts to successful providers that meet the quality requirements throughout the duration of the framework. Contracts awarded through the framework will run until up to January 2022.</p>
Lead officer:	Sandy Foskett, Senior Commissioning Officer
Approved by:	John Green, Head of Commissioning
Date completed:	13 June 2016
Scheduled date for review:	The current homecare framework commenced on 2013 and ceases 27 January 2017.

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

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

1. Equality Impact Assessment Checklist

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

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

About your activity

1	Title of activity	Establishment of an Active Homecare Framework (AHF) in Havering
2	Type of activity	<p>A proposal to implement an active homecare framework to replace the current homecare framework agreement.</p> <p>The new framework will award homecare contracts to successful providers that meet the quality requirements throughout the duration of the framework. Contracts awarded through the framework will run until up to January 2022.</p>
3	Scope of activity	<p>To resolve the issues with the existing homecare framework from February 2017 the Council propose establishing a new Active Homecare Framework (AHF) which will give the Council and homecare providers greater flexibility and ensure that all homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents</p> <p>(AHF) is the name for a new type framework which is similar to a standard framework agreement. It allows a number of providers to be appointed to deliver services of a similar nature by successfully completing an evaluation process. It is active in that providers can join the framework at any time by successfully completing the evaluation process. It is also active in that you can modify how the AHF is applied in the future, providing this has been made clear to all. The AHF concerns the provision of homecare only.</p> <p>This assessment considers the potential impact on residents of introducing the AHF.</p>

4a	Is the activity new or changing?	Yes
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	<i>Please provide a clear and robust explanation on why your activity does not require an EIA. This is essential in case the activity is challenged under the Equality Act 2010.</i> <i>Please keep this checklist for your audit trail.</i>

Completed by:	Sandy Foskett sandy.foskett@haverling.gov.uk 01708 434 742
Date:	13 June 2016

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@haverling.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	
<i>Please tick (✓) the relevant box:</i>	<p>Overall impact: <i>In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.</i></p> <p><i>It is essential that you note all negative impacts. This will demonstrate that you have paid ‘due regard’ to the Public Sector Equality Duty if your activity is challenged under the Equality Act.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive	
Neutral	
Negative	
<p>Evidence: <i>In this section you will need to document the evidence that you have used to assess the impact of your activity.</i></p> <p><i>When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.</i></p> <p><i>It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid ‘due regard’ to the PSED should the Council be challenged.</i></p> <ul style="list-style-type: none"> - <i>If you have identified a positive impact, please note this.</i> - <i>If you think there is a neutral impact or the impact is not known, please provide a full reason why this is the case.</i> - <i>If you have identified a negative impact, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the Action Plan.</i> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Sources used: *In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:*

- *Service specific data*
- *Population, demographic and socio-economic data*

Suggested sources include:

- *Service user monitoring data that your service collects*
- [Havering Data Intelligence Hub](#)
- [London Datastore](#)
- [Office for National Statistics \(ONS\)](#)

If you do not have any relevant data, please provide the reason why.

**Expand box as required*

The EIA

Background/context:

The current homecare framework has failed to deliver the required homecare capacity (i.e. availability of staff) intended within the model. This has led to Adult Social Care experiencing difficulties in setting up packages of homecare. The Council contracted with 12 homecare providers when the framework was established in 2013. This has reduced to 8 due to providers leaving the market or unable to deliver the required care. To place packages of care the Council has had to increasingly spot purchase care from homecare providers outside the framework.

To date, no one has been left without a package of care and support but it has become increasingly difficult to find placements, often requiring a lot of negotiating and persuading with a number of different care providers.

To resolve the issues with the framework from February 2017 the Council propose establishing a new Active Homecare Framework (AHF) which will give the Council and homecare providers greater flexibility and ensure that all homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents.

There are recognised sector wise problems with recruiting and retaining homecare staff but there are some Havering specific demands which have been identified. These demands include the geographical size of the borough, less urban concentrations and certain areas being less accessible than others. The pool of people likely to go into care work are found more readily in neighbouring boroughs exacerbating the difficulties of recruiting in Havering.

To overcome some of these challenges and to recognise the additional pressures introduced such as the National Living Wage, Havering has agreed a significant increase to the homecare hourly rate of 10%. This increase demonstrates that the Council values the care provided by homecare staff and wants to create a more sustainable market in Havering.

To resolve the issues with the existing homecare framework from February 2017 the Council propose establishing a new Active Homecare Framework (AHF) which will give the Council and homecare providers greater flexibility and ensure that all homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents.

AHF is our description for a new type framework which is similar to a standard framework agreement. It allows a number of providers to be appointed to deliver services of a similar nature by successfully completing an evaluation process. It is active in that providers can easily join the framework at any time by successfully completing the evaluation process. It is also active in that the Council can modify how the AHF is applied in the future, providing this has been made clear to all. (This process is known under EU Procurement law as a Dynamic Purchasing system (DPS)).

The AHF will be advertised in accordance with EU procurement regulations, following which interested homecare providers can apply to join. Applications will be evaluated against a set criteria expected to cover areas such as quality, safeguarding, staffing and service delivery. This will assess provider's knowledge, experience, expertise and ability to deliver homecare. Providers that pass the evaluation will be added to the AHF and issued with a contract. Following this any provider that is on the AHF will be able to apply to deliver any package of homecare advertised by the Council.

Once established, additional providers can apply to join the AHF at any point in the future. All applications will be evaluated in the same way, using the same selection criteria. All packages of care on the AHF will be paid at Havering Council's usual hourly rate, per minute of care delivered.

Providers that are not performing to the required standards or who no longer meet the quality requirements could be excluded from the AHF.

The benefits to introducing this new type of framework include:

- flexibility for both providers and the Council;
- fair to all;
- a range of homecare providers that have been quality assured and are available to deliver care;
- providers are free to leave and join; and
- simpler application and evaluation process.

The Council may modify how the AHF is applied, provided the new rules and procedures are clear, transparent and available to all. In the future the Council might consider changes such as increasing the quality threshold, varying the price paid for homecare or provider selection based on based on quality and feedback from residents receiving homecare.

In establishing an AHF we would learn from the problems with the introduction of the existing framework agreement and take a phased approach applying the AHF for new packages of care rather than shifting existing packages.

**Expand box as required*

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	✓
Neutral	
Negative	
<p>Overall impact:</p> <p>The new active homecare framework (AHF) service will continue to deliver homecare services to adults.</p> <p>The introduction of the AHF would mean additional providers can apply to join the AHF at any point in the future, potentially offering greater choice.</p> <p>All applications will be evaluated in the same way, using the same selection criteria.</p> <p>Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF</p> <p>The benefits to introducing this new type of framework include:</p> <ul style="list-style-type: none"> • flexibility for both providers and the Council; • fair to all; • a range of homecare providers that have been quality assured and are available to deliver care; • providers are free to leave and join; and • simpler application and evaluation process. <p>Over the next 15 years Havering's older people population is projected to increase by 24%. The introduction of the new homecare framework is likely to have a positive impact on service users accessing homecare services. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more competitive and enhancing choice for all service user age groups.</p> <p>With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
Evidence:	
<p>Homecare services are used by vulnerable adults over the age 18 years, evidence on AIS shows the majority of service users using homecare are over the age of 65 years. The current average age of a homecare service user is 80 years.</p> <p>See below breakdown of homecare service users age ranges as at 6th June 2016</p> <ul style="list-style-type: none"> • 16 aged 18 – 25 • 14 aged 26 – 34 • 10 aged 35 – 44 • 32 aged 45 – 54 	

- 75 aged 55 – 64
- 1034 aged 65+

Population Projections

- 65-74 age group projected to increase by 13% in 2025 and 24% in 2030
- 85+ age group projected to increase by 25% in 2025 and 40% in 2030

Having demographics impacting Adult Social Care services

- 5.9% predicted increase from 2015 to 2020 in 18-64 age group with moderate or serious personal care disability (POPPI / PANSI)
- 4.6% predicted increase from 2015 to 2020 in 18 and over age group with a learning disability. (POPPI / PANSI)
- 8.9% predicted increase from 2015 to 2020 in 65 and over age group unable to manage at least one self care activity on their own. (POPPI / PANSI)

**Expand box as required*

Sources used:

AIS Homecare Services data as at 6th June 2016

Projecting Older People Population Information (2015)

Having JSNA – Demographic update

**Expand box as required*

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
Positive	✓
Neutral	
Negative	
<p>Overall impact:</p> <p>Homecare services provide support to vulnerable adults with disabilities; this cohort includes people with physical, sensory, mental health and learning disabilities. The new framework will continue to provide homecare services to these cohorts.</p> <p>The introduction of the new homecare framework is likely to have a positive impact on service users accessing homecare services. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers with specialist areas of expertise to access the local market.</p> <p>Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF</p> <p>With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.</p>	
<i>*Expand box as required</i>	

Evidence:

As at 6th June 2016 there were 1181 service users using homecare service. The table below shows the breakdown of Homecare service user disabilities;

Learning, Developmental Or Intellectual Disability - Asperger'S Syndrome/ High Functioning Autism	1
Learning, Developmental Or Intellectual Disability - Autism (Excluding Asperger'S Syndrome / High Functioning Autism)	6
Learning, Developmental Or Intellectual Disability - Learning Disability	54
Learning, Developmental Or Intellectual Disability – Other	4
Lthc - Neurological - Acquired Brain Injury	4
Lthc - Neurological - Motor Neurone Disease	4
Lthc - Neurological – Other	47
Lthc - Neurological - Parkinson'S	29
Lthc - Neurological – Stroke	113
Lthc - Physical - Acquired Physical Injury	17
Lthc - Physical – Cancer	53
Lthc - Physical - Chronic Obstructive Pulmonary Disease	48
Lthc - Physical – Other	675

Mental Health Condition – Dementia	150
Mental Health Condition – Other	35
No Relevant Long Term Health Conditions	65
Sensory - Hearing Impaired	22
Sensory – Other	3
Sensory - Visually Impaired	50
Grand Total	1380

**Expand box as required*

Sources used:

AIS Homecare Services data as at 6th June 2016

**Expand box as required*

Sex/gender: Consider both men and women	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <p>Homecare services are non-gender specific and both males and females benefit equally. The new homecare framework will continue to provide services to male and female clients equally.</p> <p>The introduction of the new homecare framework is likely to have a positive impact on males and females service users accessing homecare services.</p> <p>The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more competitive, enhancing choice for both male and female residents.</p> <p>Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF</p> <p>With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market</p>	

**Expand box as required*

Evidence:

As at 6th June 2016 there were 1181 service users using homecare service. The table below shows the breakdown of sex/gender groups of Homecare service users on AIS;

Gender	Homecare service users
Female	798
Male	383

**Expand box as required*

Sources used:

AIS Homecare Services data as at 6th June 2016

**Expand box as required*

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

Please tick (✓) the relevant box:

Positive

✓

Overall impact:

The current homecare service is available to people of all nationalities and ethnic groups. The new service will continue to do so the same.

Neutral

The introduction of the new homecare framework is likely to have a positive impact on service users of all nationalities and ethnic groups.

Negative

The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers with specialist areas of expertise to access the local market, making the market more competitive, diverse and enhancing choice for all service users.

Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF

With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.

As part of the evaluation process and ongoing quality checks will ensure that providers have the skills to meet the cultural and

		religious needs of different ethnic groups.
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**Expand box as required*

Evidence:

As at 6th June 2016 there were 1181 service users using homecare service. The table below shows the breakdown of service user ethnic groups on AIS;

Asian / Asian British - Any Other Asian Background	13
Asian / Asian British – Bangladeshi	1
Asian / Asian British – Chinese	2
Asian / Asian British – Indian	12
Asian / Asian British – Pakistani	3
Black / Black British – African	6
Black / Black British - Any Other Black Background	3
Black / Black British – Caribbean	15
Mixed - White And Black African	2
Mixed - White And Black Caribbean	2
Mixed - Any Other Mixed/ Multiple Ethnic Background	1
Other - Any Other Ethnic Group	2
White - Any Other White Background	14
White – British	1078
White – English	16
White – Irish	11
Grand Total	1181

**Expand box as required*

Sources used:

AIS Homecare Services data as at 6th June 2016

**Expand box as required*

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	✓
Neutral	
<p>The current homecare service is available to people of all faiths, religions and beliefs. The new service will be the same.</p> <p>The introduction of the new homecare framework is likely to</p>	

Negative	<p>have a positive impact on service users. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more diverse, competitive and enhancing choice for all service users.</p> <p>Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF.</p> <p>With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.</p> <p>As part of the evaluation process and ongoing quality checks will ensure that providers have the skills to meet the cultural and religious needs of individuals.</p>
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**Expand box as required*

Evidence:

Buddhist	1
Catholic	69
Christian	66
Church Of England	469
Church Of Scotland	2
Hindu	5
Islamic	2
Jehovah'S Witness	2
Jewish	9
Muslim	4
No Religion	35
Not Recorded	232
Not Stated	268
Other	1
Other Religion	12
Sikh	4
Grand Total	1181

**Expand box as required*

Sources used:

AIS Homecare Services data as at 6th June 2016

**Expand box as required*

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

Please tick (✓) the relevant box:

Positive

✓

Neutral

Negative

Overall impact:

The current homecare service is available to all regardless of sexual orientation. The new service will continue to offer care in the same way.

The introduction of the new homecare framework is likely to have a positive impact on service users. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more diverse, competitive and enhancing choice for all service users including this cohort.

Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF

With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.

**Expand box as required*

Evidence:

The table below shows the breakdown of the sexual orientation of Homecare Service users:

Substantial amount of data below is not recorded due to many people not wishing to disclose this information.

Heterosexual	20
Not Recorded	987
Prefer Not To Say	174
Grand Total	1181

**Expand box as required*

Sources used:

AIS Homecare Services data as at 6th June 2016

**Expand box as required*

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

Please tick (✓)
the relevant box:

Positive

✓

Overall impact:

The new service will be available to all regardless of whether they are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth.

Neutral

Negative

The introduction of the new homecare framework is likely to have a positive impact on service users. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more diverse, competitive and enhancing choice for all service users.

Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF

With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.

**Expand box as required*

Evidence:

No data held

**Expand box as required*

Sources used:

**Expand box as required*

Marriage/civil partnership: Consider people in a marriage or civil partnership

<i>Please tick (✓) the relevant box:</i>		Overall impact: The new service will continue to operate in the same way offering care to all who are eligible regardless of their partnership status. The introduction of the new homecare framework is likely to have a positive impact on service users. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more competitive and enhancing choice for all service users including this cohort. Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market <i>*Expand box as required</i>
Positive	✓	
Neutral		
Negative		

Evidence:

Cohabiting	8
Divorced	34
Married	299
Not Recorded	320
Other	15
Separated	9
Single	106
Unknown	99
Widowed	291
Grand Total	1181

**Expand box as required*

Sources used:

AIS Homecare Services data as at 6th June 2016

**Expand box as required*

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

Please tick (✓) the relevant box:

Positive

✓

Overall impact:

The new service will continue to operate in the same way offering care to all who are eligible regardless of whether they are pregnant or on maternity/paternity leave.

Neutral

Negative

The introduction of the new homecare framework is likely to have a positive impact on all service users. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more diverse, competitive and enhancing choice for all service users.

Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF.

With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.

**Expand box as required*

Evidence:

There is insufficient data on pregnancy, maternity and paternity of homecare users at national or local level. As the majority of homecare users are over 65 this cohort is likely to be small.

**Expand box as required*

Sources used:

**Expand box as required*

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

<i>Please tick (✓) the relevant box:</i>		Overall impact: We do not hold data on the socio-economic status of service users. The new service will be available to all those with an assessed care need following a financial assessment. This will ensure that those on low income will contribute less or even nothing towards the cost of care compared to those with a higher income. The introduction of the new homecare framework is likely to have a positive impact for service users. The framework will ensure homecare is procured and evaluated in the same way to provide excellent quality homecare to Havering residents. The framework will allow greater flexibility for the Provider and the Council. It will provide opportunities for new homecare providers to access the local market, making the market more diverse, competitive and enhancing choice for all service users. Providers that are not performing to the required standards or who no longer meet the quality requirements can be excluded from the AHF With the introduction of the AHF we will also introduce a new way of collecting feedback from homecare users to better understand the quality of the care given and the outcomes achieved. This will help improve quality in the market.
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

**Expand box as required*

Evidence:

Approximately 71% of Havering’s ‘working age’ (16-74) population were classified as economically active in the 2011 Census. This is similar to the national and regional picture.

We do not hold data on the socio-economic status of homecare service users.

**Expand box as required*

Sources used:

Havering JSNA – Demographic update

**Expand box as required*

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.

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CABINET

21 SEPTEMBER 2016

Subject Heading:

Business Intelligence Strategy 2016-2019

Cabinet Member:

Councillor Clarence Barrett

CMT Lead:

Sarah Homer, Interim Chief Operating Officer

Report Author and contact details:

Pippa Brent-Isherwood, Head of Policy & Performance
phillipa.brent-isherwood@havering.gov.uk
01708 431950

Policy context:

The Business Intelligence Strategy will contribute towards delivering the Proud element of the Corporate Plan: Leading by example. More specifically it will ‘Focus resources where they deliver best value’ and assist the Council to “Continue to provide transparent and accessible information about how we are performing and what we are spending”.

Financial summary:

The Business Intelligence Strategy will contribute to the improved use of financial resources to deliver Council Services in the most effective way.

Is this a Key Decision?

Yes - Significant effect on two or more Wards

When should this matter be reviewed?

One year after implementation – September 2017

Reviewing OSC:

Overview and Scrutiny Board

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

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

SUMMARY

With a growing and changing population, including an increasing older population and rising numbers of vulnerable children living in Havering coupled with rising expectations, improving our collation and use of business intelligence is vital to inform future business planning, opportunities for further savings and corporate strategies such as the Customer Access Strategy and Demand Management Strategy. In turn, this will improve customer service across the organisation, making services considerably more targeted and meaningful for those who receive them.

The Business Intelligence Strategy sets out how the Council will improve how it gathers and makes use of business intelligence in the short, medium and long term to get the best outcomes for both customers and the organisation. It highlights how improved business intelligence is crucial to understanding the needs of Havering's communities better, including those who use, or will use, services and the key outcomes that need to be achieved in order to improve the lives and experiences of our residents.

The Strategy outlines areas that are integral to improving business intelligence, including transparency and open data, customer insight, operational intelligence and data quality and how we plan to take these forward within the Council over the next three years.

RECOMMENDATIONS

That Cabinet:

Notes and approves the contents of the Business Intelligence Strategy and appendices (which include an Action Plan).

REPORT DETAIL

Background

1. Business intelligence is used for business analysis and planning and is defined as a set of techniques and tools for transforming data into meaningful and useful information¹. It helps to identify new opportunities, to

¹ Vaisman, A. and Zimány, E. (2014) Data Warehouse Systems: Design and Implementation, New York: Springer Heidelberg

design and implement effective strategies and policies and to make evidence based decisions.

2. By improving the council's approach to the collation and management of data and developing better business intelligence, the Council will be able to better manage demand, identify savings and make more accurate forecasts for the future both in terms of finance and performance. Improving business intelligence will also enable the Council to assess future risk and opportunity more accurately through data modelling and scenario planning, and communicate this to stakeholders including central government. This in itself provides further opportunities, allowing the council to lobby for more resource with a robust evidence base.

Where are we now?

3. The Council currently makes use of data for a variety of purposes and has a number of systems and processes in place. For example:
 - Various strategic documents (e.g. the Joint Strategic Needs Assessment, *'This is Havering'*, corporate and directorate performance reporting, Local Plan)
 - The Mosaic Customer Segmentation Tool
 - The Data Intelligence Hub (soon to be upgraded and made more user friendly)
 - The Data Warehouse
4. There is scope to build upon these secure foundations and move the council towards making better use of the data and other insight held. The Business Intelligence Strategy sets out how the Council proposes to do this.

The Strategy

5. This strategy outlines where we are now in terms of business intelligence and provides a vision for where we need to be in order to continue to meet the demands of our residents and provide good quality services.
6. The strategy looks at how we will achieve the objectives through focusing on systems and processes and people and culture. For example, the development of the Data Warehouse and implementation of a new performance management tool are key, but it is also important to ensure staff have the right skills to analyse and interpret data in order to get the best from the systems and use the information effectively to improve service delivery. Having the right organisational culture is also fundamental to success; staff at all levels of the organisation need to understand the benefits of, and buy in to, improved business intelligence.
7. The strategy also highlights the importance of data quality for improving business intelligence and addressing the various issues that currently exist. For example:

- Official data sources are out of date and there are often time lags in collecting and distributing data
 - The granularity of official data is poor
 - Data often relates to usage rather than need, and to outputs rather than outcomes, and
 - Proper evaluation of services and decisions is difficult.
8. A Data Quality Policy is included as Annex A and there are also actions within the Action Plan that seek to address these issues.

Timescales

9. Whilst there are some “quick wins” we can achieve in the short term (such as reviewing the Council’s suite of corporate performance indicators ready for next year; implementing the new corporate performance management tool, and implementing upgrades to the Data Intelligence Hub to make this more user friendly and intuitive), improving business intelligence is a long term process, which is why the objectives in this strategy are organised into short (12 months), medium (1-2 years) and long term (2-3 years) time spans. The Action Plan focuses on those actions we will achieve in the short term to medium term, the intention being that when the strategy is reviewed in a year’s time, it will re-consider progress against the long term objectives in light of the developments to be achieved more quickly (e.g. the implementation of a new corporate performance management tool and continued development of the Data Warehouse). The ultimate goal is to ensure that the effective use of business intelligence is embedded across the organisation as ‘business as usual’.

REASONS AND OPTIONS

Reasons for the decision:

The implementation of the Business Intelligence Strategy is key to understanding current and future demand, opportunities for savings, how services can be improved and resident/customer outcomes best achieved. This intelligence will inform business planning and strategies.

Other options considered:

The other option considered is to not implement the Business Intelligence Strategy. This will limit the development of skills within the organisation and the required change in culture necessary to make the most of improved intelligence, processes and systems. It will also limit the ability to develop the various systems and tools so that they work together to meet business needs.

The subsequent impact of the above would be limited ability to make accurate projections, scenario planning and data modelling that could otherwise be used to improve services (and therefore outcomes for residents), address increasing demand and realise savings.

IMPLICATIONS AND RISKS

Financial implications and risks:

The management of financial resources within the Council is regularly monitored and assumptions challenged to ensure financial resources are used effectively. The Business Intelligence Strategy will aid this process by contributing to the planning, evaluation and effective use of the Council's financial resources. It will also aid decision making in where to target or prioritise financial resources in meeting the demands for Council services.

Legal implications and risks:

There are no apparent legal implications in approving the strategy.

The Data Protection Act governs the processing and secondary use of "personal data", which is defined as "information relating to an identified or identifiable individual" (ICO, 2014). Sensitive personal data is defined as information relating to an individual's ethnic group, political opinions, religious beliefs, trade union membership, physical or mental health, sexual life, commission / alleged commission by any individual of any offence, and proceedings for any offence committed, the disposal of such proceedings or the sentence of any court in such proceedings. Whilst there are significant issues around the handling of personal data the strategy clearly states that information and data will only be shared in the Council, with partners and the public if no legal restrictions prevent this. A "Fair Processing Statement" is in place which sets out the intended use of linked personal data within the corporate Data Warehouse. These linked personal data will only be accessed where the purpose legitimately satisfies Schedule 2 of the Data Protection Act. An explicit consent form is used when collecting sensitive personal data, requiring customers to indicate that they consent for their personal data to be shared internally or with some partner organisations for a range of predetermined reasons.

The Information Governance Group has overarching responsibility for ensuring compliance with the Data Protection Act and legal advice will be provided to that group as and when this is required.

Human Resources implications and risks:

The adoption and implementation of the Business Intelligence Strategy has a number of implications for the Council's workforce generally and on some specialist 'analytical' roles specifically both in terms of skills development and culture change. The identified lead officers will be required to work closely with the oneSource HR&OD Service to ensure that the workforce implications are appropriately managed.

Equalities implications and risks:

The Business Intelligence Strategy will support and help implement our equality duties and objectives. A single view (i.e. pooled data) will help ensure that we are planning services to meet the needs of existing and emerging communities in Havering. Given that the strategy is intended to deliver positive outcomes for all there is no requirement to complete an equality impact assessment.

BACKGROUND PAPERS

None

Business Intelligence Strategy

2016-19

V1.0

Document Control

Document details

Name	Business Intelligence Strategy
Version number	V1.0
Status	Final
Author	Kayleigh Pardoe, Policy and Performance Business Partner (C&R) Ben Evans, Policy and Performance Officer (C&R)
Lead officer	Phillipa Brent-Isherwood, Head of Policy & Performance
Approved by	Senior Leadership Team (SLT)
Review date	March 2019

Supersedes	N/A
Target audience	This strategy is aimed at staff who collect and analyse data; decision makers and commissioners; those responsible for designing services, planning for the future and managing demand for Council services; formulating strategy and policy; customer services staff and those who are communicating or consulting with the public.
Related to	Policy & Strategy Development Framework; Communications Strategy; Public Consultation Policy; Corporate Performance Framework; Corporate Complaints Policy and Procedure; Demand Management Strategy; Information Governance Commitment Statement

Version history

Version	Status	Date	Dissemination/Change
VO.1	Draft	March 2015	Corporate Brain Steering Group
VO.2	Draft	April 2015	Corporate Brain Steering Group
VO.3	Draft	May 2015	Policy & Research Group and Corporate Brain Steering Group
VO.4	Final	July 2015	CMT (Via Gateway process)
VO.6	Revised draft	June 2016	Corporate Brain Steering Group
VO.7	Revised draft	July 2016	Corporate Brain Steering Group
VO.8	Final Draft	August 2016	SLT
VO.9	Final Draft	August 2016	Cabinet (small amendments following SLT)

Approval history

Version	Status	Date	Approved by
VO.8	Final Draft	August 2016	SLT

V1.0	Final Draft	September 2016	Cabinet <i>(TBC)</i>
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Equality Impact Assessment record

Date	Completed by	Review date
13/05/2015	Brian Partridge (EIA Checklist – team advised no EIA required)	March 2018

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Foreword

There is no doubt that Local Government is facing difficult times. Years of funding cuts coupled with the increasing costs associated with service provision is forcing councils to reconsider how and what services it provides as well as the level of local tax increases required. This is a particular cause for concern in social care, which, in Havering, accounts for approximately half of the Council's spend. Demand is projected to grow further, with an increasing older population and rising numbers of vulnerable children living in Havering. Rising demand is also due to rising expectations. Not only in social care but in other areas too; from fixing potholes and collecting more rubbish, to providing responsive customer services to a growing and changing population.

Managing this increase in demand is therefore a priority and work has already begun. An approach has been set out in the Corporate Demand Management Strategy which places emphasis on managing demand through early help, intervention and prevention, understanding the key drivers/triggers of demand and being able to identify and respond to them early.

However, to really understand the key drivers of demand, as well as identify additional areas for savings and efficiencies, the Council needs a consistent approach to managing and sharing data and intelligence that will help the Council to understand the needs of its communities better, including those who use, or will use, services and the key outcomes that need to be achieved to improve the lives and experiences of our residents. This will inform crucial corporate strategies such as the Customer Access Strategy and Demand Management Strategy, allowing resources and budgets to be targeted towards key areas and helping to integrate services and/or work in partnership to achieve maximum benefit whilst also achieving savings. This in turn will improve customer service across the organisation, making services considerably more targeted and meaningful for those who receive them.

There is no doubt that achieving this will not be easy; it requires a shift in the way we think and the way we do things, as well as a corresponding change in culture. However, these changes are vital to ensure we are able to deliver high quality services to our communities in the years to come.

Andrew Blake Herbert
Chief Executive

Councillor Roger Ramsey
Leader of the Council

Executive summary

“Business intelligence is about providing the right data at the right time to the right people so that they can take the right decisions”

Nic Smith, Microsoft BI Solutions Marketing

Business intelligence is used for business analysis and planning and is defined as a set of techniques and tools for transforming data into meaningful and useful information¹. It helps to identify new opportunities, to design and implement effective strategies and policies and make evidence based decisions.

By improving the council’s approach to the collation and management of data and developing better business intelligence, the Council will be able to better manage demand, identify savings and make more accurate forecasts for the future both in terms of finance and performance. Improving business intelligence will also enable the Council to better assess future risk and opportunity through data modelling and scenario planning, and communicate this to stakeholders including central government. This in itself provides further opportunities, allowing the council to lobby for more resource with a robust evidence base.

This strategy assesses where we are now in terms of business intelligence and provides a vision for where we need to be in order to continue to meet the demands of our residents and provide good quality services. It sets how we will achieve our vision, both looking internally at how we can improve the way we collect, manage and use data, and externally in terms of what customers’ needs are, both now and in the future.

Whilst there are some things we can do quite quickly, improving business intelligence is a long term process, which is why the objectives in this strategy are organised into short, medium and long term. The Action Plan includes those actions we will achieve in the short term, the intention being that when the Strategy is reviewed, it will re- consider progress against medium and long term objectives. The end game is to ensure the use of business intelligence is embedded across the organisation as ‘business as usual’.

This strategy is aimed at staff who collect and analyse data; decision makers and commissioners; those responsible for designing services, planning for the future and managing demand for Council services; formulating strategy and policy; customer services staff and those who are communicating or consulting with the public.

¹ Vaisman, A. and Zimány, E. (2014) Data Warehouse Systems: Design and Implementation, New York: Springer Heidelberg

Introduction

1. Purpose of the strategy

This strategy sets out how the Council will improve business intelligence in the short, medium and long term to get the best outcomes for both customers and the organisation. It will look at the way data is collated, held and used by the Council and how this can be improved focusing on systems and processes and people and culture.

The Strategy also outlines key areas that are integral to improving business intelligence, including transparency and open data, customer insight, operational intelligence and data quality.

Systems & processes

The strategy sets out how systems and processes will be put in place to gather, collate analyse and share data and other insight held by the Council and its partners. For example, the Council will develop a single centralised point where data relating to residents, properties and businesses will be held, the Data Warehouse. This will ensure consistent representation of communities and their issues and needs. The strategy also sets out how a new performance management system will improve performance monitoring and management at the most strategic level and contribute towards a better understanding and use of business intelligence.

People & culture

Alongside this, the Council will develop a culture where data, information and knowledge is routinely captured, shared and used to inform evidence based commissioning and decision-making. This will include having the right skills in place within the workforce to analyse and interpret data and make it meaningful to others.

The LGA report² on demand management states that:

*“...achieving behaviour change requires joined-up thinking and understanding. Demand management often depends on co-ordinated action from a range of providers, and the first step is to share data to build up a rich picture of customer circumstances. Combining data in this way creates intelligence, which will allow resources to be saved or more effectively targeted. However, **sharing data in a timely manner requires senior leadership and sponsorship** to overcome blockages. It is essential to set the expectation that data is a critical asset. Organisations need to recognise the value of the data assets they have, and the added value generated from combining them.”*

This strategy is seeking to create the right environment and culture to allow this to happen.

² Local Government Association (2013) Managing customer demand: Understanding and changing behaviours to help meet the financial challenge

Transparency and Open Data

Transparency refers to how open the Council is about its business and performance. Open data refers more to the specific ways in which data is published – both in terms of how it is licenced and how it is formatted.

There are significant benefits to be realised from becoming a more open and transparent Council including creating a more inclusive democratic process, increasing trust in the Council and allowing third parties to use data which can both decrease demand and stimulate the economy.

Increasing transparency and open data is embedded in this strategy and a road map to becoming a more open and transparent council is included in Annex B.

Customer Insight

Customer Insight (CI) is a key element of business intelligence and this strategy incorporates this within each section, the aim being to embed effective use of customer insight and segmentation into service design, decision making and commissioning. Customer insight is the broad term used to describe the analysis of a range of data about residents to better understand their needs, expectations, behaviours and experiences.

Customer insight is used to:

- Understand the needs, wants and preferences of customers to target services appropriately
- Take decisions on service levels, service location and resource planning
- Target communications by understanding how households prefer to receive communications
- Inform service delivery by understanding how households currently interact with the Council and wish to do so in the future– This helps with channel shift, including
 - Increasing service take-up, for example, paying Council Tax by direct debit
 - Decreasing service use, such as face-to-face contact
 - Advising residents about particular services, such as grants or equipment and adaptations.

Operational intelligence

Operational Intelligence (OI) is also a key element of our approach to business intelligence. Effective OI provides data relating to operational activity in real-time, at the most granular level possible. It enables the monitoring of business activities and the identification of inefficiencies and opportunities in relation to business practices.

Understanding of this data facilitates the development of evidence based operational solutions. It also serves as an evidence base for organisational change programmes.

Data Quality

Good quality data is the foundation to improving business intelligence and making evidence based decisions. It is also central to becoming a more open and transparent council, and improving our approach to operational intelligence and customer insight.

Data quality will improve as more information is added to systems such as the data warehouse and new performance management system, and the Council takes steps to become more transparent through making additional information publically available. However, a culture of good data quality needs to be driven by senior management and active steps taken to improve data quality across the organisation where it is known to be poor or where there are known to be several versions of the 'truth'. The council also needs to promote the message that data quality is fundamentally the responsibility of every individual who works with data.

A Data Quality Policy is included as Annex A which sets out Data Quality standards and guidelines for the organisation.

2. Scope of the strategy

The strategy focuses on having the right systems, processes, people and culture in place to exploit data fully. It will not focus on information governance, as there is a separate framework and governance structure (the Information Governance Group) to ensure that data is:

- held securely and confidentially
- obtained fairly and lawfully
- recorded accurately and reliably
- used effectively and ethically and
- shared appropriately and legally.

Although these elements are out of the scope of this strategy, they are fundamental to its implementation. There are also strong links across other strategies, such as the Corporate Demand Management Strategy, and frameworks including the Policy and Strategy Development Framework, Consultation Policy and Corporate Performance Framework.

Where are we now?

We make use of data for a variety of purposes across the Council. This includes those below and many other strategic documents:

- Joint Strategic Needs Assessment (JSNA)
- Corporate Plan and Service Plans
- Children & Young People's Plan
- Local Development Framework and the emerging Local Plan
- Housing strategies
- Community Safety Strategic Assessment and problem profiles
- Sharing of information in the MASH, MARAC etc.
- Local Economic Profile

The Council has taken steps to improve its ability to target and shape services and communications according to the needs of different resident groups, resulting in more efficient service provision. It has used the Mosaic population segmentation tool (developed and owned by Experian Ltd), which classifies households into segments according to their demographic, socio-economic, lifestyle, attitude and consumer characteristics. Mosaic is used across central and local government, the NHS and police forces to target services more effectively and efficiently, and the Council has used it to develop a deeper understanding of its residents' needs and preferences.

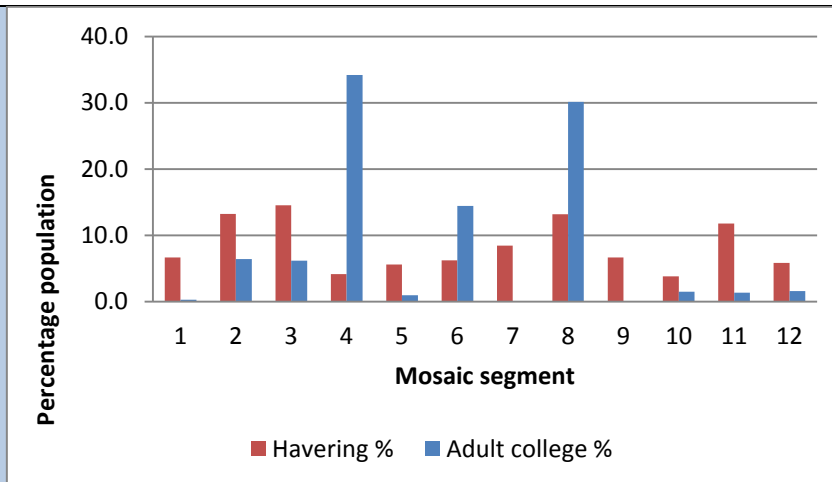
CASE STUDY: HAVERING ADULT COLLEGE

Objective: The Curriculum and Strategy Manager wanted to understand how MOSAIC might be used to support a marketing campaign for the Adult College. In particular,

1. How the MOSAIC profile of the Adult College customer base compared to the wider Havering population?
2. How marketing of the Adult College might be targeted in a more strategic and efficient way?

Approach: The Adult College customer database was cross-matched with the MOSAIC postcode directory enabling a profile of customers to be generated. This showed the distribution of customers across the 12 MOSAIC segments.

Findings: It was found that the majority of college students fell into segment 4 - categorised as middle-aged, ethnically diverse individuals, living in terraced houses with some degree of deprivation. The customer profile was then compared to the profile of the borough as a whole. As can be seen in the chart below, customers that fell into segment 4 were more highly represented (8x) than in the Havering profile. The findings also illustrated which segments of the Havering profile were not being engaged.



Evaluation: The analysis supported the Adult College with their strategic planning and management - specifically to plan, cost and target the marketing of new courses, as well as implementing a new course programme to attract a more diverse customer-base.

The Data Intelligence Hub has been utilised as a vehicle to share key demographic and socio-economic data about the borough, but this has not helped us in linking and sharing local data to gain added benefits. For example, at the end of July 2013, the Council received an unprecedented number of new applications for school places. This placed considerable pressure on local schools to accommodate significant numbers of new pupils and on the Learning and Achievement Team to process applications and place children quickly. As a consequence a specific piece of work was needed to analyse the key drivers of this demand.

The Corporate Brain programme was instigated in 2013 to look at (amongst other things) how the Council could better use data and other business intelligence to inform decision-making and commissioning. The programme is focused on three workstreams to improve outcomes and services for local people – business intelligence; business planning, and managing demand and behaviour change. The programme identified early on that information was required to inform commissioning and help the Council respond to financial pressures through making evidence based decisions. As part of this, there is support for creating a more data driven culture across the organisation.

Since the instigation of the Corporate Brain programme, the Council has set up a Data Warehouse that will help address existing gaps by linking datasets together and providing access through one single centralised point. Further data needs to be added to the Data Warehouse to make it effective and it still needs to be embedded across the Council. The need for a performance management/business intelligence platform was also identified, which will not only streamline performance reporting processes, but will assist services in developing better operational intelligence, providing opportunities to identify efficiencies and improve performance. The procurement process for this system is now underway.

This strategy seeks to build upon these secure foundations and move the Council towards making better use of the data held. Alongside the use of this data there are other issues about the data that this strategy seeks to address, for example:

- Official data sources are out of date and there are often time lags in collecting and distributing data
- The granularity of official data is poor
- Data often relates to usage rather than need
- Proper evaluation of services and decisions is difficult, and
- Some current Council data sets are incomplete, inconsistent or – at worst- contradictory.

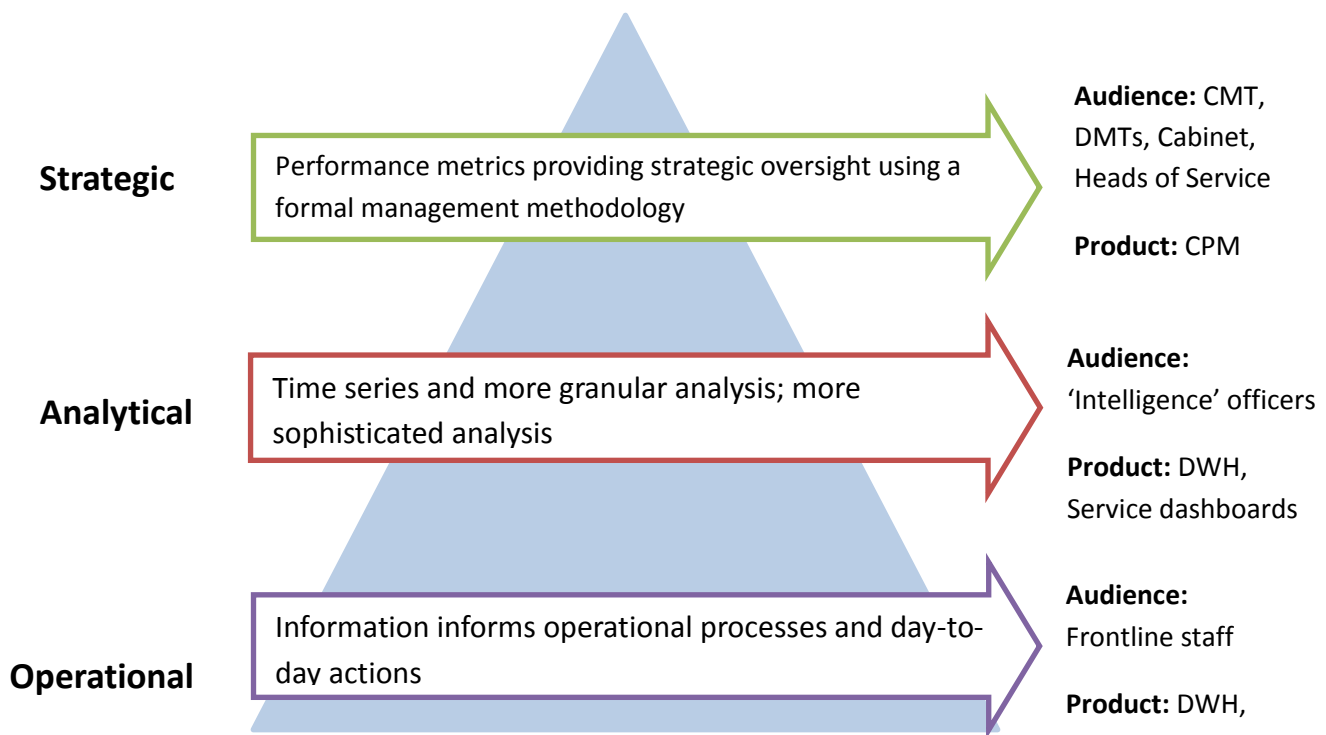
Where do we want to be?

Vision

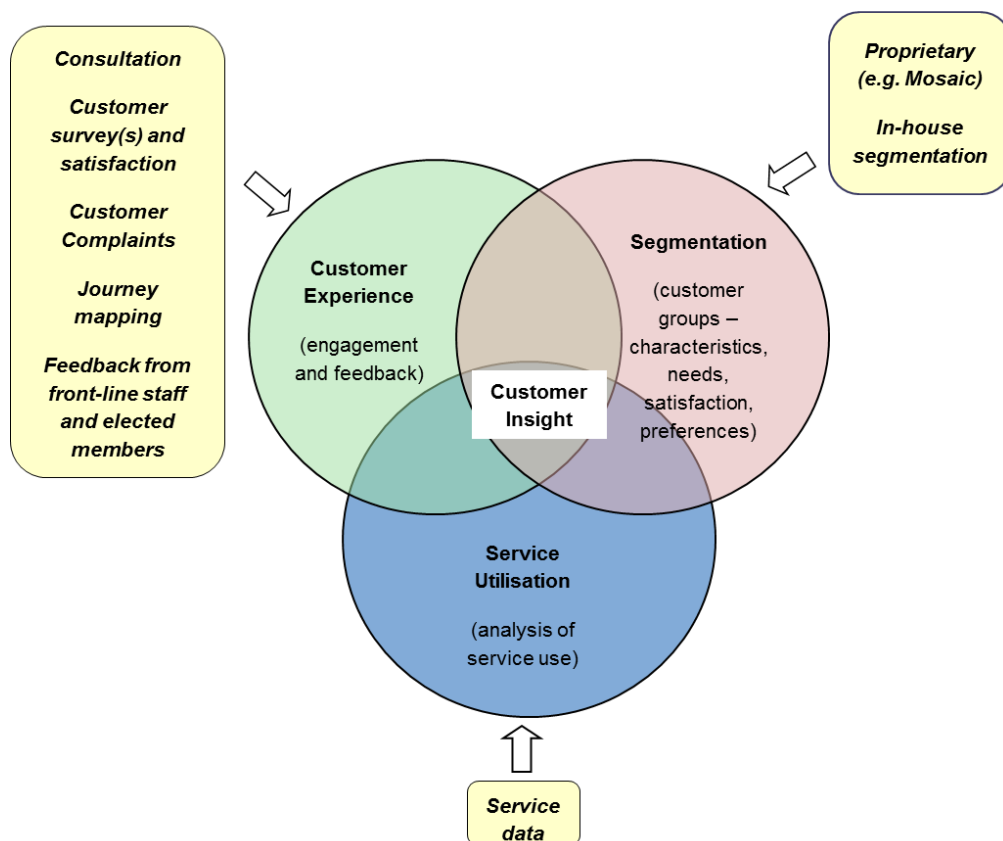
The vision is to transform the way the Council identifies, assembles and utilises data and information to make evidence based decisions – resulting in better outcomes and financial savings. Information will be treated as an asset and used to maximise benefits to the Council and its residents. This will require a change in culture to one where data, information and knowledge is routinely captured, shared and used.

Embedding the use of operational intelligence, supported by good data quality, is integral to achieving the vision. Progressing beyond the simple use of Excel to store aggregated performance indicators, data will be extracted from source systems at the most granular level possible and analysed across varying dimensions (e.g. time and geography) to provide a more nuanced understanding of operational practices. The application of statistical techniques such as Statistical Process Control charts will be introduced to provide greater insight into the work that contributes to towards the Councils intended objectives. Data analysed will form the foundation of the evidence base that drives organisational change programmes, our approach to demand management and the service and corporate planning process.

This diagram shows three levels of business intelligence. Delivery of this strategy will improve intelligence at all 3 levels. For example, a new Corporate Performance System will improve operation intelligence at strategic level, whereas the Data Warehouse and subsequent interfaces will provide intelligence at the analytical and operational levels.



Embedding the use of customer insight, again supported by good data quality is also a key enabler to achieving the vision. Implementation of this strategy will ensure that data from multiple sources is brought together and analysed to provide meaningful and actionable insight – see diagram below:



Customer experience - the Public Consultation Framework incorporates a policy and toolkit that supports consultation and analysis. A new corporate complaints policy and

procedure has recently been implemented that will enable the Council to capture data more effectively, learn from complaints and make service improvements.

Segmentation - is the process of subdividing the population into homogenous groups with shared needs and characteristics based on who they are, what they do and how they think and feel. This will help the Council to understand the differences between communities and enable more effective targeting and tailoring of services.

Service utilisation – data comes from service users in a variety of ways. Greater efforts will need to be made to understand the reasons why people are not using a service.

The Government-funded customer-led transformation programme 2009-2011 (see LGA evaluation report November 2013) identified a range of benefits that could be delivered through effective customer insight, including :

- **For residents** - better targeting of services; reduced impact on demand and need; improved customer support; improved customer service and outcomes; behaviour change and empowerment and resilience
- **For the Council** - improved policy-making and better adaptation to policy changes; better, more targeted service delivery; culture change; better joining up between services; greater engagement with customers through various consultation measures; innovative design of services; increased customer satisfaction
- **For partnerships:** reduced waste/duplication of data and services; improved partnership working; innovation; culture change externally; shared learning and collaboration; greater mutual respect/trust

There are also financial benefits such as savings, income generation, benefit take-up and avoidance of costs as a result of early intervention, prevention or behaviour change. For example, the Council is planning to use the Data Warehouse to develop the required evidence base (by bringing together data relating to complaints, fly tipping, anti-social behaviour, noise nuisance and the like) to introduce a licensing scheme for private sector landlords in areas where intelligence identifies current issues in respect of poorly kept properties. This will reduce demand on Council services by making landlords more responsible for the behaviour of their tenants, thereby addressing the causes (as opposed to the symptoms) of demand drivers. The Council is also planning to introduce mobile technology in the form of an “in-cab” system in its vehicles which will deliver a more efficient, intelligence led service that targets resources in a more effective way. By interfacing between the Council’s Customer Relationship Management (CRM) system and the vehicles, this will allow staff to record fly tipping incidents in real time, reducing paperwork and producing more accurate data on which to plan and deliver services. This improved intelligence will also allow officers to allocate enforcement surveillance efforts more proactively and intelligently, which will assist the Council in bringing more offenders to justice.

Customer insight will be embedded into service design, planning and delivery. It will inform strategic discussions and be a stimulus for collaboration, innovation and co-design of services with partners and service users.

Principles

The general principles that underpin this strategy are:

- To collect data once and use it many times
- To extract data from source systems at the lowest possible level of granularity
- To establish one version of the truth across the Council and ensure consistent use of information
- Robust, accurate, data will be available to make evidence based decisions and inform commissioning and strategy
- Data will be of good quality
- That information is targeted/personalised to meet the needs of the Council, residents and partners
- Wherever possible, data will be used to predict events and forecast trends not just identify them, thereby helping the Council model different scenarios and manage future demands on services
- Only data that is meaningful, actionable and will underpin delivery of the Council's priorities as set out in the Corporate Plan will be produced and interrogated
- Information and data will be shared in the Council, with partners and the public unless legal restrictions prevent this. Where this cannot take place there will be clarity about why this is the case.
- Data made publically available will be published under an open licence to encourage use and re-use, where appropriate.
- Sensitive information will be managed safely, so that sharing can be carried out with confidence, and in line with our legislative obligations
- Where data is used, the source, dataset used and the date of the data will be referenced

In addition there are a number of principles specific to Commissioning:

- Commissioners stay up-to date with relevant evidence, using it intelligently to inform commissioning decisions and map the needs of the population and the existence, nature and distribution of people's requirements as well as any gaps in the markets ability to respond to these
- Data is produced in a form and timescale that is useful to commissioners, which will also depend on commissioners defining their data and knowledge requirements accurately and expediently

- There is demonstrable collaboration and sharing of qualitative and quantitative data across the different agencies and services, notably within social care, health, housing and education, which is used to establish a baseline; inform commissioning decisions in a clear and transparent way, and evaluate their impact.
- Commissioners and analysts employ a wide range of methods to collect, understand and analyse the views of people who use services, and will demonstrate that this evidence strongly informs commissioning priorities. This qualitative analysis is important to assess if outcomes meet local needs, and has been the focus of our work on a review of the consultation guidelines.
- There will be capacity and skills to undertake the analysis necessary to interpret local data and wider evidence in a meaningful and relevant way including the ability to tackle the underlying causes and preventing future needs arising.
- Commissioners will effectively use evidence for performance management and evaluation of outcomes, and have evidence-based quality assurance systems to provide accurate, accessible and timely information to support better contract monitoring and decision making

Objectives

Progression in this area will take time and it is not possible to jump straight from our current position to an ultimate end goal. For that reason, objectives around systems and processes, the development of skills and culture change are categorised into short, medium and long-term goals below:

Theme	Short-term (next 12 months)	Medium-term (next 1/2 years)	Long-term (next 2/3 years)
Systems/ processes	A Corporate Performance Management system is developed to improve the efficiency, accuracy and intelligibility of the corporate performance reporting process and its associated products		
	A single view of the customer, household, property and business – using unique identifiers to link datasets – and access to the single view via an easily accessible corporate Data Warehouse		
	An approach to transparency and open data is agreed and action plan put in place.		
		A Data Warehouse interface is developed to provide easier, more insightful access to the Data Warehouse	
		Service specific dashboards are developed through the Performance management system to generate operational insight, identify potential efficiency savings and inform organisational change	
People (skills)	Data used for analytics is more timely and accurate due to the development of an effective business intelligence stack		

		Knowledge of significance testing, confidence intervals and similar techniques developed and embedded across analysts	
			Predictive analytics are used to develop strategies for early intervention and for more effective targeting of resources
Culture	Business intelligence is inexorably linked to corporate priorities and its subsequent development is conducted in line with these priorities		
		Robust intelligence is embedded into demand management and performance management activities across the Council	
		Every analyst and manager is using the single view	
		Analysts and commissioners work closely to ensure robust intelligence is in place to inform commissioning decisions.	
			Robust statistical procedures (e.g. significance testing, confidence intervals, SPC charts) become an accepted part of BI and performance reporting
			A culture of using the Data Warehouse to answer complex questions is embedded across the Council

The **anticipated benefits** of achieving these objectives are as follows:

- Data and intelligence will underpin commissioning and other decisions to support our approach to managing demand and investing in early help, prevention and early intervention, which will both improve outcomes for local people and avoid costs which might otherwise have arisen
- There will be easier and faster sharing of data between departments and outcomes will be improved with limited resources - thus improving performance and value for money. This will help remove departmental silos and join up services in a manner that recognises the needs of the population, getting away from traditional working practices
- The Council will have a better understanding of what works and be able to improve its learning.
- The Council will be able to leverage existing expertise in a more positive way
- Increased transparency and open data will improve public access to information, help the public hold the authority to account, drive efficiencies and promote innovative use of data as well as economic growth.

All these elements are the focus of this strategy and will need to be in a place to support a more strategic commissioning framework.

How we will get there?

Objective 1: Systems & processes

Systems and processes will play an invaluable role in helping to deliver this strategy, although they are only a part of the overall solution. For example, technology can help the Council and its partners to identify those most in need of support, through the analysis of demographic and socio-economic data, often on a collaborative basis across a number of agencies or, in the case of troubled families, by identifying the families most in need. This can be, for instance, by enabling socio-economic data and information on existing interventions from a range of public service providers to be collated and analysed.

Through the use of ICT, including through the Data Warehouse, Data Intelligence Hub and new Performance Management System, business intelligence will be:

- Easy to access and analyse through the provision of easy-to-use interfaces for staff – these will facilitate consistent data and the sharing of data between departments and agencies. Interfaces will be tailored to meet different business and user needs
- Easy to store and retrieve through an effective Data Warehouse linking-up local data from separate business systems across the Council and consolidated into one data source along with key JSNA, Mosaic and national/regional/local authority level data sets

- Utilising the most granular level data to enable better monitoring of business activities and opportunities to improve service delivery as well as realise efficiencies and savings.
- Publicly available where possible/appropriate
- Available through a single view of the customer/property/business
- Standardised for warehouse designers and developers

Objective 2: Policies

Many of the policies that support this strategy, such as information governance, are within the remit of the Information Governance Group. Policies and protocols will be reviewed to ensure that they support the objectives of this strategy. Staff will be very clear on what constitutes good data quality and why this is important, what data can be shared, with whom and how.

Guidance on data quality and data sharing will be in place as well as training. All information that has restricted/authorised viewing will be classified as such and measures will be in place to protect this. Information/data sharing protocols will be in place supporting sharing and use of data and will be collected and maintained in one place for ease of reference.

Revised public consultation guidelines will be put in place and embedded, which will help us with our qualitative analysis – this is a key element of the commissioning process

Objective 3: People

New skills will be required to ensure that everyone who needs to, has the skills to access and exploit data contained in the systems, including the ability to use the ICT tools for finding, using, creating and sharing information. The implementation of the strategy will require a considerable investment in skills and training. This will be at different levels for strategic; tactical and operational users.

Strategic users – Review key performance metrics aligned to the strategic goals of the organisation. In doing so they provide oversight and management of activities; for example aligning financial information, resource information and performance information with key corporate goals.

Tactical users – Utilise time series and granular level data to undertake more sophisticated analyses. The insight and intelligence generated by analytical users provides a more thorough understanding of the business and can be used as the evidence base for the creation of new strategies and re-focusing of services.

Operational users – Access data to inform operational processes and specific actions. Although no sophisticated analyses are undertaken at this level, access to real-time high quality information enables these users to plan and target their resources more effectively on a day-to-day basis.

Statistical skills will need to be developed to improve the robustness of quantitative analysis. Further statistical skills in predictive modelling techniques will need to be developed and maintained to ensure that the potential benefits of the data warehouse and other tools are fully realised.

Objectives will be set for relevant staff in performance development reviews that take into account the objectives of this strategy and consider how they can utilise business intelligence to improve services and outcomes. Staff will add value by filtering, synthesising, interpreting and adding context to data collected. Analysis of data will draw out actionable insights.

The strategy will not be confined to data in systems – it also covers the tacit knowledge residing in individuals and will encourage interaction and communication between people to make that knowledge explicit and accessible.

The action plan will address how the Council grows demand for intelligence rather than reacting to individual issues, enabling more systematic planning to meet needs and manage demand.

Objective 4 - Culture

Use of business intelligence will be embedded within the Council to support delivery of overall priorities. It will underpin the delivery of those priorities, and commissioners and programme and project managers will be expected to understand the relevance of and use business intelligence to inform decisions. To assist with this change in culture the Council will:

- Ensure that leadership from the top of the organisation promotes a commitment to the development and use of the tools, skills and values required for effective business intelligence including advocating the importance of good data quality.
- Develop and deliver a communications strategy around business intelligence to change organisational practices in a manner required to achieve objectives.
- Make greater and more sophisticated use of benchmarking to increase our knowledge of how our performance compares relative to others, where we need to improve our practice, and to set challenging future targets
- Collate and analyse data and other intelligence more proactively and in accordance with corporate and service needs, rather than reactively in response to ad hoc requests wherever possible
- Ensure the service planning and performance management processes will reinforce the need to take relevant data into account in decision making and when commissioning.
- Promote the importance and benefits associated with transparency and open data

How will we know when we get there?

The Corporate Brain Programme Initiation Document (PID) identifies the following key success factors:

- To have a Business Intelligence Strategy that is ratified by SLT and implemented.
- To have a corporate Data Warehouse providing a single customer, household/ property and business view drawing on data from business systems across the organisation
- To have a suite of interfaces for the Data Warehouse tailored to the needs of different business areas and users, which are available on desktops via app-V.
- To have a Council-wide understanding that the Data Warehouse is a resource that can help them solve problems
- For all analysts to be using the Data Warehouse.
- To have increased analytical skills and capacity across the organisation to undertake more robust descriptive analysis and generate greater insight through the application of predictive analytics

Improved use of customer and operational insight will have helped us to achieve efficiency gains and improve outcomes for local people by targeting local services more effectively and building them around the needs of citizens. Performance Indicators/ critical success factors include:

- More efficient match between need and provision
- Reduction in avoidable contact (getting it right first time)
- Identification and removal of operational inefficiencies
- Lower cost to provide services
- Increased customer/resident satisfaction
- Better resident/customer/business engagement
- Reduction in complaints from full reviews of the Customer Experience
- Reduction in FOI requests
- Better understanding of the ways different groups of residents (e.g. vulnerable / hard-to-reach groups) prefer to engage with the council, resulting in greater and more representative resident participation in consultation and engagement exercises
- Better targeted campaigns and resources
- Service provision better targeted to channel preference
- One warehouse for Council data including access to consultation and survey data.
- Better understanding of organisational performance

Related documents

The strategy should be read in conjunction with the Policy & Strategy Development Framework; Public Consultation Policy; Corporate Performance Framework; Communications Strategy; Corporate Complaints Policy and Procedure; Demand Management Strategy; Information Governance Commitment Statement

Consultation

This strategy has been produced in consultation with the Corporate Brain Steering Group, the members of the Information Governance Group and commissioners.

Authorisation and communication

The strategy has been authorised by the Senior Leadership Team (SLT) and will be communicated to staff through implementation of a communications strategy, as set out in the action plan.

Implementation and monitoring

See Action Plan on page 34.

Evaluation and review

The Corporate Brain Programme Plan will be amended to reflect key issues identified in the strategy and delivery will be monitored through the Corporate Brain Programme.

The Strategy will be fully reviewed and amended as necessary in 2019.

Further information

Contact the Policy & Performance Service through the relevant Business Partner:

Children, Adults and Housing – Craig.Benning@Havering.gov.uk

Chief Operating Officer and Neighbourhoods (formerly Communities and Resources) – Kayleigh.Walker@havering.gov.uk

For queries relating to the Data Warehouse, Data Intelligence Hub and Consultations, contact the Customer Insight Officer – Mark.Holder@havering.gov.uk

Annex A - Data quality policy

Delivery of this strategy is dependent on having accurate data. The Council relies on this for monitoring and improving performance, setting budgets, preventing fraud, commissioning services, protecting vulnerable people and making informed policy judgements. Quality data underpins the idea of making better use of information to support service delivery. The aims and objectives of this policy are to:

1. Instil a sense of confidence in the quality of our data
2. To reduce errors and improve accuracy and reliability of data
3. To provide a framework to ensure these standards are met and to embed a culture that advocates data quality and effective management of information across the Council

Scope of the policy

For the purposes of this policy, data is defined as the key data used by the Council to monitor its financial and service performance, and as the basis for decision-making. This applies both to information that we use ourselves and which we share with others. This includes:

- Financial information;
- Data supporting performance measures and applying to statutory performance indicators and local indicators reflecting service priorities
- Customer/service user data, including market research and data derived from surveys and consultation activities
- Socio-economic and demographic information that is used to inform policy and decision-making processes
- Information used by managers to monitor and manage service delivery where the Council is dependent on the regular collection and maintenance of quality service user data to provide an efficient and effective service
- Information provided for internal management and external reporting purposes
- Information that will be shared with or received from other agencies.
- Information that is published in print or via the web.

All teams working to deliver a service that the Council is accountable for providing or commissioning will adhere to this policy and will take practical actions to apply it to improve and maintain robust data quality, and will apply the general and specific guidelines that have been set out. This includes service areas that are directly provided by the Council, and delivery partners who have been commissioned to provide a service or function on the Council's behalf.

Data quality characteristics

This policy aims to ensure the achievement of quality data by requiring the following:-

A. Accuracy

- Data will be sufficiently accurate for its intended purpose and provide a clear and robust representation of the activity / interaction and performance
- Data will be captured only once and as close to the point of activity as possible
- Data will be checked at the point of collection wherever possible
- Data will be in sufficient detail for its intended purpose and to enable informed decision making at all levels
- The costs and effort of collection will be balanced with the importance of the data, time requirements and the need for accuracy
- Where compromises have been made to accuracy for valid business reasons, for example where some data is estimated, this must be made clear to data users

B. Validity

- Data will be recorded in an consistent format and used in accordance with agreed requirements, rules and definitions to ensure integrity and consistency
- Where proxy data is used to compensate for actual data this must be made clear and satisfy the intended purpose of the data.

C. Reliability

- Data collection processes will be clearly defined and stable over time (where appropriate) to ensure consistency and comparability of data
- There will be clear instructions in place at service level for the collating and reporting of data to ensure consistency, particularly in cases of staff turnover
- There should be confidence that statistical trends reflect real changes rather than variations in data collection approaches
- Data/information must be from primary sources wherever possible
- Processes should minimise manual intervention and maximise the automation of data collection and manipulation in order to reduce the risk of human error

D. Timeliness

- Data will be collected and recorded as quickly as possible after the event or activity

- Data will be available for the intended use within a reasonable or agreed time period and quickly and frequently enough to support information and decision needs

E. Relevance

- Data will be relevant for the purposes for which it is used, proportionate to the value gained from it, and will provide the answers required
- Contextual information should be collected only as far as this is required to support the process or activity
- Where the data was collected for a different activity, quality assurance and feedback processes relevant to the required activity are needed to ensure the quality of such data
- Requirements should be clearly specified and regularly reviewed to reflect any change in needs

F. Completeness

- Data collection processes should be clearly specified and matched to the information needs of the organisation
- Data should be complete and not contain redundant or duplicate records.
- Missing, incomplete or invalid records or fields should be minimised and must be monitored as they indicate potential recording problems or other issues impacting on data quality

G. A clear audit trail

- A documented process for obtaining and using the data, which is understood by all involved in producing the data, and is accessible to those who rely on or have an interest in it

General guidelines

To protect the quality of data used across the Council and its partnerships, the following guidelines should be adhered to by all officers:

- Responsibility for data quality must be clearly assigned by line managers and everyone must understand their individual responsibilities. Data quality responsibilities should be included in job descriptions where appropriate.
- Staff at all levels in the Council must recognise why data quality is important and that it is 'part of the day job'.
- Systems, processes and controls must be fit for purpose and operate according to the principle of 'right first time'. Standard methodologies for

collecting, processing and storing data should be in place, written down and easily accessible by colleagues. Manual data capture or process intervention should be minimised.

- All council teams must be transparent about the data they collect and areas in need of improvement. They will engage constructively with any improvement activity that is initiated.
- Adequate and effective controls must be in place during the input, reporting and publication of data to ensure the quality of the data is maintained.
- Each service will ensure spot checks of data will take place on a regular and planned basis.
- Clear and complete audit trails must be maintained to demonstrate accuracy for all data used for decision-making internally or reported externally to government. These will also be supplied to the Internal Audit and Policy and Performance teams upon request, and are open to constructive challenge.

Purpose of data	Why data quality is important	Guidelines for officers
Service delivery	The delivery of services, from waste collection and disposal to housing, child protection and adult social care, is dependent on the intelligent use of high-quality data. This is because data is used in order to direct resources to areas/families most in need, to identify new and emerging trends and issues, identify savings etc.	<ul style="list-style-type: none"> • Relevant front line staff must be trained on the importance of inputting accurate data. • Data must be collected, processed and shared in compliance with the Data Protection Act. • Where appropriate there should be appropriate and clear process maps and methodology statements in place for the consistent collation of data. • Only relevant data should be collected. Service users will not be asked unnecessary questions
Strategic planning	To plan effectively for the future, we need high-quality data that allows us to understand what the most important strategic challenges are, what resources we have available to meet them, and where there are gaps. We need to be assured that the decisions we make now are the correct ones based on good	<ul style="list-style-type: none"> • There must be clear processes in place for aggregating service-level data and reporting it to key audiences • Clear communication must explain the need to produce high-quality data • Benchmarking data should be used appropriately to allow us to identify areas of weak or strong

Purpose of data	Why data quality is important	Guidelines for officers
	<p>quality data. It also allows us to compare how we are doing with other organisations and to identify areas of our performance that we need to improve.</p>	<p>performance.</p> <ul style="list-style-type: none"> • Assurance of accuracy must be given by the data owner on all data that will be used for strategic decision making or planning • Clear requirements and consistent standards must be in place for the use of data.
Supporting service delivery	<p>Managing a large organisation like the Council involves a wide range of activities that enable the delivery of effective frontline services. This includes managing Council buildings and staff, maintaining efficient and effective information systems, understanding the risks that affect us, developing and managing contracts with our delivery partners, procuring services and assets on behalf of residents, and ensuring that we have the necessary resources in place and correctly allocated to make all of this possible. All of these activities and many more require good quality data.</p>	<ul style="list-style-type: none"> • Managers understand the need to keep up-to-date data and accurate records e.g. staff absence. • Services and contracts must be developed, monitored and evaluated using relevant, measurable and up-to-date data. • Senior managers must initiate and action research to identify areas of poor data quality and deliver improvements. • All staff and delivery partners understand that data quality is everyone's business. • All data is collected and managed in line with legal requirements.
Oversight and governance	<p>It is important that councillors and senior officers are able to have oversight of the way the Council's services are being run, and can take action as soon as any problems are identified.</p> <p>This could include overview and scrutiny committee meetings, and Cabinet and management team meetings. The Council's Policy and Performance team also has an oversight role for spot-</p>	<ul style="list-style-type: none"> • All data produced has an owner with responsibility for ensuring the quality of that data. • All data given to decision making bodies (e.g. Cabinet) must be signed off by a senior officer prior to publication. • Data collected / inputted at service level should have a clear methodology in place.

Purpose of data	Why data quality is important	Guidelines for officers
	checking the quality of data and facilitating improvement. Internal Audit will provide assurance to key stakeholders as to whether this policy has been applied.	
Accountability and transparency	The final need for good quality data is so that the Council can be held to account for the services it provides, for instance through the publication of our accounts, performance, risk and HR data, and through FOI requests. This allows residents to engage with the democratic process, to ask questions based on the data and the Council to give robust responses based on high quality data.	<ul style="list-style-type: none"> • Where possible data produced by the Council should be available to be published in support of transparency. • Data released in response to FOI requests should be prompt, of consistently high-quality, and relevant to the question asked

The Council expects different service areas, including those directly delivered by the Council and those delivered on its behalf, to utilise the model below when implementing this policy.

Officers who will be the primary users of data, for instance for policy making, commissioning or resource allocation purposes, are responsible for defining the data requirement and for setting out quality criteria. The collectors of that data and their managers will ensure the definition and quality criteria are complied with and that control measures are applied effectively.

- **Collectors of data** - Apply criteria; collect data; input data; map processes; challenge and correct data when required and ensure data quality
- **Primary users of data** – Define requirements; agree data quality criteria; challenge the quality of data and feedback any errors with an expectation that they will be resolved
- **Secondary users of data** (those who may wish to use the data for other purposes e.g. strategy development) – commission the collection and collation of any ‘missing’ data, feedback any concerns with data quality to the data users and use published data for their own internal purposes

The data quality policy will be delivered through:

- **Guidance, support and training:** training on data quality will be offered by the Policy and Performance team, or other providers as necessary, to specific service areas or delivery units, including by attending management meetings to explain data quality requirements, and offering tailored support to individuals or particular teams about best practice and ideal behaviours.
- **Data quality spot-checks for PIs:** the Policy and Performance team will undertake a series of data quality spot-checks on a limited set of performance indicators or data sets each year following a standard methodology.

Where weaknesses are identified, services will be asked to produce targeted action plans to deliver improvement, which will be followed up until completed to ensure improvement takes place. Internal Audit will be able to provide assurance on the application of the overall data quality framework across the Council. Compliance will be monitored and enforced where appropriate by the Policy and Performance team.

- **Communications:** briefing sessions on data quality will be offered by the Policy and Performance team when requested by specific service areas
- **Objective setting:** there is an expectation that officers who work closely with data on a day-to-day basis, or who have a responsibility for overseeing the management of data, will have data quality included in their objectives and/or role profiles in an appropriate and proportionate manner.
- **Reporting:** The quarterly performance management process will be used to verify the data quality associated with our corporate priorities as set out in the Corporate Plan. Data quality issues that are identified will be followed-up with the relevant service(s) and may be investigated in detail through a data quality spot check.
- **Governance:** the Policy and Performance team has responsibility for developing and refining the corporate Data Quality Policy and for providing guidance on its implementation across the Council.

It is the responsibility of each service area/delivery unit to apply the requirements of this policy to their area of work, under the leadership of Heads of Service and service managers. Procedures should be developed in consultation with relevant partners, suppliers, or delivery partners to develop compliance and ownership of data quality.

Internal audit will be able to provide assurance on the application of the overall data quality framework across the Council, and on particular sets of data.

Overview and Scrutiny will have a role holding officers and delivery arms to account, and analysing the data against the agreed outcomes.

Data quality is fundamentally the responsibility of every individual who works with data.

Guidance, support and Training

A range of resources will be developed that will be freely available to all parts of the Council and will allow services to diagnose their data quality challenges and strengths, and put in place targeted actions to deliver improvement where necessary. Data quality training will be included into the induction process for new starters, including temporary staff where appropriate.

Potential risks

Examples of some of the risks associated with data quality problems are: -

- Negative consequences, financial and other, as a result of submitting inaccurate or misleading data in statutory or regulatory returns or in response to FoI requests
- Misleading external and internal impressions of organisational performance.
- Inappropriate decision-making and inefficient service provision.
- Reputational damage in sensitive areas such as adults' or children's' social care.
- Harm to an individual or group of individuals whom the Council has a duty to protect.
- Undermining the Council's relationship with its partner agencies.
- Regulatory action and fines from the Information Commissioner for breaches of the Data Protection Act or FOI legislation.

Annex B – Transparency and Open Data Roadmap

(Please see document attached)

Annex C: Action plan

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
Proud – Our residents will be proud to live in Havering	1: Systems and processes	Make Data Warehouse accessible through a variety of interfaces, creating different 'dashboard' views.	Data Warehouse accessible to variety of audiences	Staff time	September 2017	ICT - Data Warehouse Consultant	Policy and Performance Service
		Procure / develop and embed a corporate performance management tool to improve the efficiency, accuracy and intelligibility of performance data reviewed by senior management and Councillors	Strategic level business intelligence is improved	Staff time Funding to purchase software	System will be procured by November 2016. Embedding the system will depend on a variety of factors and will take place throughout 2017.	C&R Policy & Performance Officer	ICT, Procurement
		Identify services with sufficient data maturity that would be willing and able to develop more focused operational BI dashboards on the Corporate Performance System.	Operational intelligence is drastically improved	Staff time	October 2016	C&R Policy & Performance Officer CHAT Policy & Performance Business Partner	Policy and Performance Service ICT

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
		Procure / develop operational dashboards on the Corporate Performance System where need, readiness and impact justifies doing so	Operational intelligence is drastically improved	Staff time Funding to develop	September 2017	C&R Policy & Performance Officer CHAT Policy & Performance Business Partner to delegate to appropriate team member	Policy and Performance Service ICT
		Once some services have operational BI dashboards on the Corporate Performance System, promote these to other services and complete rollout across the organisation		Staff time Funding to develop	September 2018		Policy and Performance Service ICT
		Investigate options for providing access to national/local statistical datasets. To be investigated as part of the performance management tool.	Access to statistical data	Staff time	December 2016	C&R Policy & Performance Officer & Customer Insight Officer CHAT Policy & Performance Business Partner to delegate to appropriate team member	ICT

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
		Embed use of Mosaic Customer Insight Tool across the organisation through regular demonstrations, use of case studies and regular communication.	Mosaic actively used to support campaigns and projects	Staff time	On-going	Customer Insight Officer Head of Communications	All services
		Review the use and functionality of the Data Intelligence hub.	Decision on the future of the Data Intelligence Hub.	Staff time	March 2017	Customer Insight Officer	ICT
		Make every resident record unique and identifiable through the use of Nomads	Records can be linked via Data Warehouse	Staff time	September 2016	ICT - Data Warehouse Consultant	All services
Proud – Our residents will be proud to live in Havering	2: Policies	Access to corporate and service level policies, procedures and protocols in one place	Policies, procedures and protocols accessible	Staff time	October 2016	Policy and Research Lead, Policy and Performance	Communications

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
		Discuss with strategic partners in health, neighbouring local authorities, other statutory organisations and the third sector, the scope for sharing data where it is appropriate to do so and there are sound business reasons.	Accessible data for public sector use	Staff time	To be explored and initial options assessed by September 2017.	Head of Policy & Performance Customer Insight Officer	None
		Establish an organisational position on transparency and open data and develop a charter that commits us to this position.	Staff have clear leadership on the Council's commitment to transparency and/or open data	Staff time	September 2016	C&R – Policy & Performance Officer	
Proud – Our residents will be proud to live in Havering	3: People	Set clear objectives around business intelligence for staff in PDRs.	Staff have clear objectives around business intelligence and progress is monitored.	Staff time	April 2017 and then on-going	All managers	HR All services
		Provide training to staff on the Data Warehouse	Staff have skills to access and utilise data.	Staff time	On-going	Customer Insight Officer	ICT

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
		Provide training to staff on Mosaic Customer Insight tool	Staff understand value of customer insight and are able to use Mosaic to segment and target customer groups	Staff time	On-going	Customer Insight Officer	All services
		Identify the skills needed to exploit data derived from improved customer and operational insight	Staff have the skills required to generate insight from data	Staff time	October 2016	CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner	None
		Complete a skills audit of existing data manipulation and analysis skills across relevant staff	Staff have the skills required to generate insight from data	Staff time	November 2016	C&R Policy & Performance Officer	Staff cooperation
		Create a skills development framework that will structure the development of the requisite skills across the Council	Staff have the skills required to generate insight from data	Staff time	December 2016	CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner	HR/OD

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
		<p>Promote and communicate the importance of data quality across the organisation. This is also covered as part of the staff induction.</p> <p>Data Quality training sessions to be held as and when appropriate, dependant on relevant issues. Resources will be developed to assist services in diagnosing their data quality challenges and strengths, and put in place targeted actions to make improvements where necessary.</p>	Staff understand the importance of data quality and embed this in working practices	Staff time	On-going	<p>Head of Policy and Performance</p> <p>Head of Communications</p> <p>CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner</p>	<p>Senior management to relay these messages to staff</p> <p>HR/OD</p>
		Deliver data quality training in regards to PIs as part of the development of the Corporate Performance Management tool	Data being input into the new system is of good quality, performance information is reliable and accurate.	Staff time	March 2017	CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner	Cooperation of relevant services

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
Proud – Our residents will be proud to live in Havering	4: Culture	Introduce new ‘data broker’ approach to identifying data needs of commissioners	On-going dialogue between Policy and Performance Service and commissioners to capture and respond effectively to data and intelligence needs	Staff time	Iterative. Annually	CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner	All services - commissioners
		Capture data needs in service plans	On-going dialogue between corporate team and commissioners to capture and respond effectively to data and intelligence needs	Staff time	Iterative. Annually	CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner	All services
		Develop process for capturing and storing data used in commissioning (e.g. Index of Data)	Data and intelligence gathered for commissioning is accessible to others	Staff time	October 2016	CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner	All services - commissioners
		Incorporate benchmarking data in corporate performance reports.	Use of benchmarking to demonstrate performance of Council	Staff time	December 2016 (expected go-live date of CPM tool)	CHAT Policy & Performance Business Partner and C&R Policy & Performance Business Partner	All services

Link to Corporate Plan	Strategy objective	Project/Action	Outcome	Resources	Timescale	Lead officer	Dependencies
		Develop communications around business intelligence (including Data Warehouse and Mosaic).	Business intelligence activity effectively communicated	Staff time	September 2016	Head of Communications	Communications
		Develop internal and external communications around transparency and/or open data	Commitment to transparency/open data is effectively communicated to stakeholders	Staff time	October 2016	Head of Communications	Communications
		Develop case studies to demonstrate learning from research/analysis and share this across the organisation to demonstrate the impact of better/improved business intelligence.	Learning shared from research/analysis and used to plan services, inform resource allocation and improve efficiency and outcomes	Staff time	On-going	Customer Insight Officer C&R – Policy & Performance Officer CHAT Policy & Performance Business Partner to delegate to appropriate team member	None

Annex D: Glossary of terms

Analytics: the systematic computational analysis of data or statistics.

Business intelligence: a set of techniques and tools for transforming raw data – often stored in a format that is not optimised for analysis – into meaningful and useful information. Business intelligence simplifies information discovery and analysis, making it possible for decision-makers at all levels of an organization to more easily access, understand, analyse, collaborate, and act on information, anytime and anywhere.

Confidence intervals: a measure of confidence presented alongside statistics that are calculated from samples. Statistics calculated from samples are only an estimate of the value that exists within the entire population. We therefore present the statistics alongside confidence intervals to indicate the range within which we can predict the true value of the whole population will fall.

Corporate Performance Management: corporate performance management is the area of business intelligence involved with monitoring and managing an organization's performance, according to key performance indicators (KPIs) such as revenue, return on investment, overhead, and operational costs.

Dashboard: an easy to read page or several pages of information on a specific business area. Dashboards built using modern business intelligence tools can present data dynamically, shifting what is displayed in response to selections made by the end user. These dashboards are typically displayed through web browsers, meaning they are available to multiple users across an organisation.

Data: facts and statistics collected together for reference or analysis. See *qualitative data* and *quantitative data* definitions for more detail

Data Warehouse: a large store of data accumulated from a wide range of sources within a company and used to guide management decisions. Often data warehouses contain data that has been structured to make analysis of that data as efficient as possible.

Demand Management: a planning methodology used to forecast [predict], plan for and manage the demand for products and services. This can be at macro levels as in economics and at micro levels within individual organizations.

Descriptive statistics/analytics: used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis (eg line graph or pie chart), they form the basis of virtually every quantitative analysis of data. Examples include cross-tabulations, averages, percentages, ratios, standard errors, and many more.

Granular(ity): the level of detail that data is available at. For example, a statistic about parking income for the year is calculated using data which provides information on every parking ticket. If we were to present the transactional level data, we would say we are showing data at the most granular level.

Interface: an automatic connection with a computer or ICT system. In the context of this paper, interface is used to refer to the interface between data sources and a data visualisation tool.

Management methodology: a system of methods used for management of an organisation. The Balanced Scorecard and Six Sigma approaches are two examples of management methodology.

Metrics: a standard of measurement.

Open data: data that is machine readable and in non-proprietary format. For example, a CSV file, which can be read and presented by a number of different software packages such as Microsoft Excel and Google Docs. This format of document makes the data available to a larger user base and aids the linking of data to create new knowledge.

Open licence: A licence used in conjunction with the Reuse of Public Sector Information Regulations 2015, which gives end users the right to reuse certain information for a number of purposes including commercial activity. It contains within it, a list of exemptions that prohibit the use of images and logos among other things.

Segmentation: the process of subdividing the population into homogenous groups with shared needs and characteristics based on who they are, what they do and how they think and feel.

Predictive analytics/modelling/statistics: the branch of the advanced analytics which is used to make predictions about unknown future events. Predictive analytics uses many techniques from data mining, statistics, modeling, machine learning, and artificial intelligence to analyze current data to make predictions about future.

Qualitative data: Non-numeric data concerned with understanding perception and perspective. For example, an interview transcript provides qualitative data that can be analysed in great detail to generate a deeper understanding of an individual's experience.

Quantitative data: Numerical data that can be quantified and used for statistical analyses to identify trends in social phenomena.

Segmentation: The process of subdividing the population into homogenous groups with shared needs and characteristics based on who they are, what they do and how they think and feel.

Significance testing: When differences are observed between two or more groups, we use significance testing to determine if the observed difference is the result of chance or an actual difference. The use of significance testing allows us to be clear about the extent to which a result deviates from that expected to arise simply from random variation or errors in sampling

Statistical Process Control: is a method of quality control which uses statistical methods. SPC is applied in order to monitor and control a process. Monitoring and controlling the process ensures that it operates at its full potential.

Time series: a series of values of a quantity obtained at successive times, often with equal intervals between them. Time series analysis are used to identify how particular patterns change over time.

Transparency roadmap

- KEY**
- ◆ Key deliverable
 - Key decision required
 - Independent action
 - Dependent action

Key deliverables

- 1 Audit of current compliance with the Local Government Transparency Code
- 2 Suite of data schemas to ensure publication to highest standard
- 3 Transparency Code data published in 3-star format alongside OGL
- 4 Priorities list of datasets for publication
- 5 Havering's open data / transparency charter
- 6 Transparency Code and top 5 priority datasets published through the DIH
- 7 Refreshed DIH running as the transparency portal for the Council, integrated with larger data portals
- 8 Report on progress and proposal for future action

Key decisions

- 1 Agreement from services as to whether we can/will publish recommended Transparency Code data
- 2 Agreement from service(s) & information access that we can pre-emptively publish high frequency FOI / complaint data
- 3 Review of progress, internal data quality and BI infrastructure. Agreement of next steps

2016												2017																												
Jul	Aug				Sep				Oct				Nov				Dec				Jan	Feb			Mar			Apr												
01-Jul-16	08-Jul-16	15-Jul-16	22-Jul-16	29-Jul-2016	05-Aug-2016	12-Aug-2016	19-Aug-2016	26-Aug-2016	02-Sep-2016	09-Sep-2016	16-Sep-2016	23-Sep-2016	30-Sep-2016	07-Oct-2016	14-Oct-2016	21-Oct-2016	28-Oct-2016	04-Nov-2016	11-Nov-2016	18-Nov-2016	25-Nov-2016	02-Dec-2016	09-Dec-2016	16-Dec-2016	23-Dec-2016	30-Dec-2016	06-Jan-2017	13-Jan-2017	20-Jan-2017	27-Jan-2017	03-Feb-2017	10-Feb-2017	17-Feb-2017	24-Feb-2017	03-Mar-2017	10-Mar-2017	17-Mar-2017	24-Mar-2017	31-Mar-2017	07-Apr-2017

Action

Information Access team; Policy & Performance team; relevant services and ICT (to prepare datasets for publication)

Freedom of Information	Analyse of most popular FOI requests for 2015-16	■																								
	Analyse most frequent complaints made to the Council and identify where we can publish data	■				◆																				
	Top 5 priority datasets prepared for pre-emptive publication									■																

Customer Insight Officer; also potentially new officers with admin rights for DIH

Data Intelligence Hub	Re-design DIH using more intuitive template for better user experience													■ NB: Dependent on DIH being transferred to being a Wordpress based site (estimated 6-9 months)															
	Create a Transparency page on DIH																									■			
	Create schemas for Transparency Code and top 5 priority data on DIH													■												◆			
	Link DIH to London Data Store and data.gov.uk																									■			

Policy & Performance Team; relevant services and ICT (to prepare datasets for publication)

Transparency	Audit compliance with the Local Government Transparency Code 2015	■				◆																
	Create schemas based on LGA templates for Transparency Code information	■				◆																
	Work with services, web team and information Access to ensure that transparency code data is 3-star and published alongside OGL	■				◆																
	Explore potential for publishing data recommended by the Transparency Code	■								○												
	Develop an open data / transparency charter and publish on the web									■												○

Policy & Performance Team

Wider BI work	Develop and implement CPM tool	■												■															
	Improve data quality through implementation of the CPM tool	■												■															
	Evaluate benefits realisation from work thus far and evidence on RoI from local open data																									■			

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CABINET

21 SEPTEMBER 2016

Subject Heading:

**Annual Treasury Management Report
2015/16**

Cabinet Member:

Cllr Clarence Barrett

CMT Lead:

Andrew Blake-Herbert

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Policy context:

The code of practice on treasury management 2009 requires a quarterly report to Members and a report to full Council on the treasury performance

Financial summary:

There are no direct financial implications from the report

Is this a Key Decision?

No

When should this matter be reviewed?

N/A

Reviewing OSC:

N/A

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

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

SUMMARY

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 least twice yearly (mid-year and at year end).

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. This report covers treasury activity and the associated monitoring and control of risk.

RECOMMENDATIONS

That Cabinet:

1. **Notes** the final 2015/16 Treasury Position set out in this report and
2. **Notes** the prudential and treasury indicators in this report

REPORT DETAIL

Contents

1. Annual Investment Strategy
2. New Borrowing
3. Debt Rescheduling
4. Compliance with Treasury Indicators
5. Compliance with Prudential Indicators
6. Other Treasury Related Matters

1. Annual Investment Strategy

1.1 The Treasury Management Strategy Statement (TMSS) for 2015/16, which includes the Annual Investment Strategy, was approved by the Council in February 2015. It sets out the Council's investment priorities as being:

- Security of Capital;
- Liquidity; and
- Yield

1.2 The Council will aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity.

1.3 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. A breakdown of the deposits held as at 31 March 2016 compared to 31 March 2015 are shown below

Breakdown of Deposits

Institution Type	31st March 2015 Actual £	31st March 2016 Actual £
UK Banks		
Royal Bank of Scotland	£6,267,313	£544,829
Barclays	£20,560,731	£13,798,371
Santander UK	£13,000,000	£10,037,288
Lloyds	£19,500,000	£15,000,000
Standard Chartered	£5,000,000	£5,000,000
Close Brothers		£5,000,000
Goldman Sachs		£10,000,000
UK Building Societies		
Nationwide BS	£15,000,000	£18,000,000
Leeds BS	£10,000,000	£2,000,000
Coventry BS		£10,000,000
Yorkshire Building Society		£5,000,000
Local Authorities & Other Public Sector		
Blaenau Gwent County Borough Council	£1,000,000	£1,000,000
Isle of Wight council		
Halton Borough Council	£5,000,000	
Salford City Council	£5,000,000	
Wolverhampton City Council	£5,000,000	
Greater London Authority	£5,000,000	
Lancashire County Council	£5,000,000	£15,000,000
Doncaster Borough Council	£5,000,000	£5,000,000
Birmingham City Council	£5,000,000	£5,000,000
Eastleigh Borough Council	£5,000,000	£5,000,000
Fife Council	£5,000,000	
Wiltshire County Council		£5,000,000
Newcastle Upon Tyne City Council		£5,000,000
Non UK Banks		
Australia		
Australia & New Zealand Banking Group	£5,000,000	
Commonwealth Bank of Australia	£6,000,000	£5,000,000
National Australia Bank		£5,000,000
Canada		
Canadian Imperial Bank of Commerce	£5,000,000	
Toronto-Dominion Bank		£13,000,000
Netherlands		
Cooperatieve Rabobank		£8,000,000
Sweden		
Svenska Handelsbanken	£7,750,000	£13,947,452
Singapore		
Development Bank Singapore		£5,000,000
United Overseas Bank Limited		£7,000,000
Overseas-Chinese Banking Corporation		£5,000,000
Switzerland		
Credit Suisse		£5,000,000
Total	159,078,044	202,327,940

Investment performance for 2015/16

Benchmark	Benchmark Return 3 month LIBID	Budgeted Rate of Return	Actual Rate of Return	Investment Interest Earned	Investment Interest Budgeted	Investment Interest Surplus
Quarter 1	0.52%	0.60%	0.67%	£323,777	£288,954	£34,823
Quarter 2	0.54%	0.60%	0.67%	£679,255	£572,805	£106,450
Quarter 3	0.54%	0.60%	0.69%	£1,072,315	£826,620	£245,695
Quarter 4	0.54%	0.60%	0.69%	£1,446,229	£1,047,782	£398,447

- 1.4 The UK Bank Rate has been maintained at 0.5% since March 2009 and because of this short-term money market rates have remained at relatively low levels.
- 1.5 As illustrated in the table above, the Authority outperformed the benchmark by 15 bps and also outperformed the budgeted rate of return by 9bp. As a result of this outperformance, of the £398k of additional interest received above budget, £187k was due to the rate of return being higher than the budgeted rate of return. The remaining additional interest was as a result of higher cash balances than forecast.

2. New borrowing:

- 2.1 Affordability and the “cost of carry” remained important influences on the Authority’s borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.
- 2.2 As short-term interest rates have remained, and are likely to remain at least over the forthcoming two years, lower than long-term rates, the Authority determined it was more cost effective in the short-term to use internal resources instead, referred to as internally borrowing.
- 2.3 With the exception of a £1.13m interest free loan from Salix there was no additional long term borrowing to fund capital expenditure undertaken throughout the whole of 2015/16. Future capital spending plans are regularly reviewed and additional long term borrowing will only be taken if it in the best interests of the Authority.
- 2.4 At 31st March 2016 the Authority held £212.1m of loans as part of its strategy for funding previous years’ capital programmes. The Council has also not borrowed in advance of need during any of 2015/16 demonstrated by the fact that the Authorities long term borrowing is below its capital financing requirement (its underlying need to borrow).

3. Debt Rescheduling

- 3.1 Debt rescheduling opportunities have been limited in the current economic climate and consequent structure of interest rates following increases in PWLB new borrowing rates in October 2010. The possibility of debt rescheduling is discussed with our treasury advisers and is a regular agenda item at the quarterly treasury meeting held between the treasury department, the S151 officer and the lead Member.
- 3.2 The PWLB continued to operate a spread of approximately 1% between “premature repayment rate” and “new loan” rates so the premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Authority’s portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence.

4. Compliance with Treasury Limits

- 4.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council’s approved Treasury and Prudential Indicators (affordability limits) for 2015/16 were included and approved by full Council as part of the Treasury Management Strategy Statement (TMSS) in February 2015.
- 4.2 During the financial year to date the Council has operated within the treasury limits set out in the Council’s Treasury Management Strategy Statement and in compliance with the Council’s Treasury Management Practices.

4.3 Security

- 4.3.1 Security of capital has remained the Authority’s main investment objective. This has been maintained by following the Authority’s counterparty policy as set out in its Treasury Management Strategy Statement for 2015/16.
- 4.3.2 Counterparty credit quality was assessed and monitored with reference to credit ratings (using the ratings from all 3 of the main credit rating agencies Fitch, S&P and Moody’s); for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
- 4.3.3 The Authority has also made use of secured investments products that provide collateral in the event that the counterparty cannot meet its obligations for repayment as additional security for its deposits.

4.4 Liquidity

- 4.4.1 The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected

payments by the next working day and within a rolling three month period, without additional borrowing.

	Target	Actual @ 31/3/2016
Total cash available by the next working day	£5m	£25.3m
Total cash available within 3 months	£30m	£63.0m

4.5 Interest Rate Exposures

4.5.1 This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of gross principal borrowed will be:

	2015/16
Upper limit on fixed interest rate exposure	100%
Actual	99%
Upper limit on variable interest rate exposure	25%
Actual	1%

4.5.2 Having larger amounts of fixed interest rate borrowing gives the Authority greater stability with regards to its interest payments and reduces the risk of higher interest costs should interest rates rise. Traditionally local authorities have taken advantage of fixing interest rates long term to reduce interest rate exposure.

4.6 Maturity Structure of Borrowing

4.6.1 This indicator is set to control the Authority's exposure to refinancing risk. The approved upper and lower limits on the maturity structure of fixed rate borrowing were:

	Upper	Lower	Actual
Under 12 months	40%	0%	3%
12 months and within 24 months	40%	0%	0%
24 months and within 5 years	60%	0%	0%
5 years and within 10 years	75%	0%	0%
10 years and above	100%	25%	97%

4.6.2 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

4.7 Principal Sums Invested for Periods Longer than 364 days (Treasury Management Indicator)

4.7.1 The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	31/3/2017	31/3/2018	31/3/2019
Limit on principal invested beyond year end	£75m	£50m	£25m
Actual	£15m	£15m	£5m

4.7.2 The £15m invested for greater than 364 days are either with other local authorities or secured investments.

5. Compliance with Prudential Indicators

5.1 The Local Government Act 2003 requires the Authority to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent, sustainable and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

5.2 Estimates of Capital Expenditure

5.2.1 The Authority's planned capital expenditure and financing may be summarised as follows:

Capital Expenditure and Financing	2015/16 Actual £'000	2016/17 Estimate £'000	2017/18 Estimate £'000
General Fund	39,865	87,702	63,877
HRA	19,597	48,300	48,817
Total Expenditure	59,462	136,002	112,694
Capital Receipts	12,614	27,110	14,497
Government Grants	24,900	40,892	29,680
Reserves	20	5,850	6,367
Revenue	21,928	25,000	25,000
Borrowing	-	37,150	37,150
Leasing and PFI	-	-	-
Total Financing	59,462	136,002	112,694

5.3 Estimates of Capital Expenditure

5.3.1 The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31/03/16 Actual £'000	31/03/17 Estimate £'000	31/03/18 Estimate £'000
General Fund	60,366	78,877	97,388
HRA	174,669	191,819	208,969
Total CFR	235,035	270,696	306,357

5.3.2 The CFR is forecast to rise by £71m over the next three years as capital expenditure financed by debt outweighs resources put aside for debt repayment.

5.4 Gross Debt and the Capital Financing Requirement

5.4.1 In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

	31/03/16 Actual £m	31/03/17 Estimate £m	31/03/18 Estimate £m	31/03/19 Estimate £m
Long Term Debt	£212m	£212m	£212m	£212m
CFR	£235m	£270m	£306m	£325m

5.4.2 Total debt is expected to remain below the CFR during the forecast. Whilst there are no commitments to increase long term debt over the next 3 years if capital spend follows the budgeted spend there is likely to be a need to increase long term debt as internal borrowing would not be feasible for such high amounts.

5.4.3 The actual debt levels are also monitored against the Operational Boundary and Authorised Limit for External Debt, below.

5.5 Operational Boundary for External Debt

5.5.1 The operational boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt.

Operational Boundary	2015/16 £m
Borrowing	£247.1m
Other long-term liabilities	£2.0m
Total	£249.1m
Actual Long Term Debt	£212.0m
Headroom	£37.1m

5.6 Authorised Limit for External Debt

5.6.1 The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2014/15 £m
Borrowing	£259.5m
Other long-term liabilities	£2.0m
Total Debt	£261.5m
Long Term Debt	£212.0m
Headroom	£49.5m

5.7 Ratio of Financing Costs to Net Revenue Stream

5.7.1 This ratio is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2015/16 Estimate %	2015/16 Actual %
General Fund	2.46	2.54
HRA	7.63	7.28

5.8 Incremental Impact of Capital Investment Decisions

5.8.1 This ratio is an indicator of affordability that shows the impact of capital investment decisions on council tax and housing rent levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the new capital programme.

Incremental Impact of Capital Investment Decisions	2015/16 Estimate £	2015/16 Actual £
General Fund - increase in annual band D Council Tax	0	0
HRA - increase in average weekly rents	£37.15p	£36.91p

5.9 Adoption of the CIPFA Treasury Management Code

5.9.1 The Authority has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition.

5.10 HRA Limit on Indebtedness

5.10.1 The Authority's HRA CFR should not exceed the limit imposed by the Department for Communities and Local Government at the time of implementation of self-financing. The Authority complied with this requirement as set out below

HRA CFR Limit:	£209,003		
	2015/16 Actual £'000	2016/17 Estimate £'000	2017/18 Estimate £'000
HRA CFR	174,669	191,819	208,969
Difference	34,334	17,184	34

6. Other Treasury related Matters

6.1 Policy on Use of Financial Derivatives

6.1.1 The Authority has not entered into any standalone financial derivatives during the financial year 2015/16.

6.2 Policy on Apportioning Interest to the HRA

6.2.1 The Authority has apportioned interest to the HRA at a rate of 0.5% (base rate). This is because all the risks associated with treasury activities (which

are kept to a minimum through the Authorities Investment Strategy) lie with the General Fund rather than the HRA.

6.3 Investment Training

6.3.1 The needs of the Authority's treasury management staff for training in investment management are assessed every year as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

6.3.2 During 2015/16 staff attended training courses, seminars and conferences provided by Arlingclose, CIPFA and other treasury organisations. In addition treasury management staff also attended the London Treasury Officers Forum, a group set up for networking and sharing best practice.

6.4 Investment Advisers

6.4.1 The Authority appointed Arlingclose Limited as treasury management advisers for 2015/16. Throughout the course of the year on a daily basis officers receive specific advice on investment, debt and capital finance issues.

REASONS AND OPTIONS

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 would be to not report the performance of the treasury function however as this would be in breach of CIPFA's TM Code, this was not considered.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications from this report.

Legal implications and risks:

There are no apparent legal implications or risks from noting this Report.

Human Resources implications and risks:

There are no HR implications from this report

Equalities implications and risks:

There are no Equalities implications arising from this report

BACKGROUND PAPERS

None



CABINET

21 SEPTEMBER 2016

Subject Heading:

FOUR YEAR FINANCIAL SETTLEMENT

Cabinet Member:

Councillor Roger Ramsey, Leader of the Council

CMT Lead:

Andrew Blake-Herbert, Chief Executive

Report Author and contact details:

Mike Board, Corporate Finance and Strategy Manager. 01708 432217. mike.board@onesource.co.uk

Policy context:

Council budget setting process

Financial summary:

As set out in the report

Is this a Key Decision?

No

Reviewing OSC:

O&S Board

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

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

SUMMARY

The purpose of this report is to consider the Government's offer of a four year financial settlement covering the period to 2019/20. The Council's budget strategy (including the 2016/17 financial settlement) was approved by Council on 25 February 2016.

The Council will need to respond to the Government by 14 October 2016 indicating its acceptance or rejection as appropriate.

Full Council will consider the proposals at its meeting on 14 September 2016. It has been recommended by Officers that the Council accept the offer of a four year settlement. A verbal update on the Full Council's position will be provided at the Cabinet meeting on 21 September 2016.

RECOMMENDATIONS

That Cabinet:

1. Agrees the Government's offer of a four year financial settlement covering the period from 2016/17 to 2019/20 be accepted in order to provide greater financial certainty over the coming period.
2. Takes this opportunity to continue to stress to Government the iniquity of the grant formula.
3. Delegates to the Chief Executive, in consultation with the Leader of the Council, the approval of a four year efficiency plan for the purpose of accepting the offer.

REPORT DETAIL

1. The Government has given councils a deadline of 14 October 2016 to develop efficiency plans to qualify for a four year settlement instead of an annual allocation with a view to aiding financial planning up until 2020.
2. The Government is making a clear commitment to provide minimum allocations for each year of the Spending Review period, should councils choose to accept the offer and if they have published an efficiency plan.
3. The allocations as stated in the 2016/17 local government financial settlement for Havering (and reflected in the draft MTFs for financial planning purposes) are as follows:

	2016-17	2017-18	2018-19	2019-20
Business Rate Baseline (BRB) ⁽¹⁾ ⁽²⁾	22.164	22.600	23.267	24.011
Top-Up Funding ⁽²⁾	9.462	9.648	9.933	10.250
Revenue Support Grant (RSG)	20.890	12.284	6.847	1.376
Settlement Funding Allocation (SFA)	52.516	44.532	40.047	35.637

(1) Business Rate Baseline (BRB) - This represents the target business rates and will differ from Havering's actual yield

(2) Excludes any impact of business rate revaluation

4. On the basis of accepting the four-year offer, Havering would face reductions of £19.5m in the RSG by 2019/2020; however it would bring a degree of certainty over the level of funding. The Government has also suggested that if additional savings are required to be found over the four year cycle, those who have not signed up to the deal, would bear these reductions first. Additionally, the Government has not ruled out savings being required from those who accept the four-year offer where there is an "exceptional circumstance". The allocations stated in the four year offer are subject to the normal statutory consultation process for the local government finance settlement; however the Government expects these to be the amounts presented to Parliament each year.
5. The consequences of declining the Government's offer are uncertain. There is no indication of the level of cuts likely to be applied nor the rate at which they might be made over the four year term. The Council's RSG is expected to fall to only £1.376m so one might assume that this represents the limit of Havering's potential loss. Havering, however, will also receive £10.250m in top-up grant which could be at risk from further savings. As part of the 2016/17 settlement, three London authorities (Nationally 162 authorities out of 382) received a tariff adjustment in 2019/20 in order to remove additional funding over and above their RSG allocation. This is the most likely alternative if government wished to cut Havering's funding further if once all of our RSG has been removed.
6. If the Council wishes to accept the offer on the grounds of increased financial stability it might also wish to make clear that in doing so it does not accept the principles underpinning the grant formula. The Council could continue to lobby the Government for changes in the grant mechanism which would better reflect the pressures facing Havering's residents. Havering has faced an unprecedented level of grant reduction in recent years to such an extent that its RSG will have been almost completely removed by 2019/20. Council's not signing up to the four year deal would meet with the Minister on an annual basis although there is no indication of the settlement being improved as a consequence.
7. In summary the advantages and disadvantages of the proposal are as follows:

	Accepting the four year offer	Declining the four year offer
Advantages	<ul style="list-style-type: none"> - Provides certainty of grant allocation. - Gives a greater ability to plan for future years - Savings are limited to those caused by exceptional 	<ul style="list-style-type: none"> - Clearly rejects the methodology that allocated one of the biggest percentage grant reductions in London. - Enables the

	circumstances.	Council to meet with Minister on an annual basis
Disadvantages	<ul style="list-style-type: none">- Future grant allocations (beyond the 4 year cycle) could be based upon the "accepted" grant levels.-- Continuation of the methodology in formula that uses past Council decisions on council tax to impact future grant allocations- Despite accepting the four year settlement, Havering could still see reductions in funding in "exception circumstances"	<ul style="list-style-type: none">- Those authorities who do not agree to the four year settlement will be the first point of call for any further grant reductions.

REASONS AND OPTIONS

Reasons for the decision:

The decision to accept the 4 year settlement provides certainty of grant allocation. It also gives a greater ability to plan for future years and any further savings are limited to those caused by exceptional circumstances.

Other options considered:

Decline the 4 year settlement offer

IMPLICATIONS AND RISKS

Human Resources implications and risks:

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

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

Legal implications and risks:

The Local Government Finance Act 1992 and the Council's Constitution set out the parameters of the decision making process in respect of the Council's budget. It is considered that this decision falls within the Council's budget and policy framework, in that it affects future years finance and forms part of the Medium Term Budget Strategy. The Council has not previously been invited to decide whether or not to accept a particular payment arrangement for the Revenue Support Grant, such matters normally being determined by Central Government. Nor has any guidance been provided as to how that decision should be reached. .. Since this situation is unprecedented and in the normal course of events the Council's budget arrangements are addressed by the Executive, this matter is also put to the Executive for consideration.

In reaching decisions on these matters, Members are bound by the general principles of administrative law. All relevant considerations must be taken into account and irrelevant ones disregarded. Any decision made must be one that only a reasonable authority, properly directing itself, could have reached. In reaching a decision Members should consider and give appropriate weight to the advice of the S151 Officer. The Council may take decisions which are at variance with his advice, providing there are reasonable grounds to do so.

Financial implications and risks:

As detailed in the main body of the report

Equalities implications and risks:

There are no immediate issues arising from this report

BACKGROUND PAPERS

none

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CABINET

21 SEPTEMBER 2016

Subject Heading:

Quarter 1 Corporate Performance Report (2016/17)

Cabinet Member:

Councillor Clarence Barrett

SLT Lead:

Sarah Homer, Interim Chief Operating Officer

Report Author and contact details:

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

Policy context:

The report sets out Quarter 1 performance against each of the strategic goals (Clean, Safe and Proud)

Financial summary:

There are financial implications for two performance indicators in this report (Levy Waste Tonnage and permanent admissions to residential and nursing care homes per 100,000 population aged 65+). Aside from these there are no direct financial implications from other performance indicators in this report. It is expected that the delivery of targets will be achieved within existing resources.

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

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

Reviewing OSC:

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

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

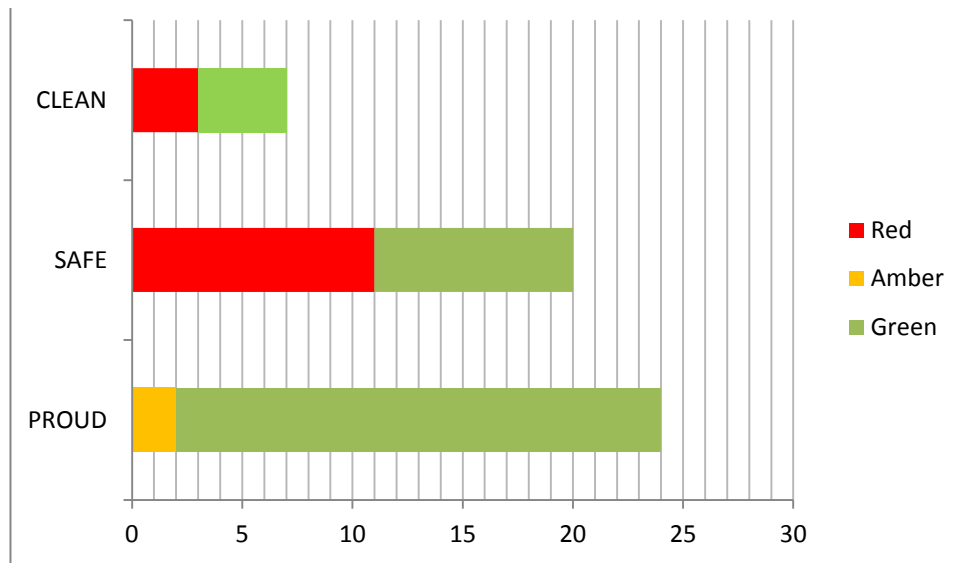
Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

SUMMARY

- 1 The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud). The report highlights areas of strong performance and potential areas for improvement.
- 2 The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for the annual report are as follows:
 - **Red** = more than the '**target tolerance**' off the quarterly target and where performance is *not improving*
 - **Amber** = more than the '**target tolerance**' off the quarterly target and where performance has *improved or been maintained*.
 - **Green** = on or within the '**target tolerance**' of the quarterly target
- 3 Where performance is more than the '**target tolerance**' off the quarterly target and the RAG rating is '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to address poor performance.
- 4 Also included in the report are Direction of Travel (DoT) columns, which compare:
 - Short-term performance – with the previous quarter (Quarter 4 2015/16)
 - Long-term performance – with the same time the previous year (Quarter 1 2015/16)

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 The number of corporate performance indicators has reduced significantly since the last financial year from 83 at the end of Quarter 4 2015/16 to 56 in Quarter 1 2016/17. This is to make the corporate performance report more focused on the indicators that are key to the delivery of the Corporate Plan 2016/17. Of the 56 indicators included in the Quarter 1 report, 30 are required by government departments, three are reported to the Mayor's Office for Policing and Crime (MOPAC) and 23 are local performance indicators.
- 6 Of the 56 indicators included in the Quarter 1 Report, 51 have been given a RAG status.

Quarter 1 RAG Summary



In summary:

- **35 (69%)** have a RAG status of **Green**.
- **16 (31%)** have a RAG status of **Red** or **Amber**.

7 The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also attached to the report (at **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.

Proposed Changes to Targets

8 Based on the outturn position for 2015/16 and performance during Quarter 1 2016/17, it is proposed that seven annual targets be changed from those signed off by the Cabinet in April 2016. These have been listed below:

- Speed of processing changes in circumstances of Housing Benefit / Council Tax Support claimants (OneSource) – It is requested that the target to be changed from 12 days to 10 days, as performance during the last two quarters has been better than projected and this is a more stretching target.
- Number of antisocial behaviour (ASB) incidents – It is requested that the target to be changed from 4,642 to 4,808 to reflect the rising level of reported ASB during Quarter 4 of last year and the first quarter of this financial year. Projected figures are expected to grow in line with the increasing volume of adult offenders residing in the East London policing area as a whole and the continued inward migration of gang-affiliated individuals from inner London boroughs. It is possible that the target may need to be amended again later in the year once the targets in the new pan London Policing and Crime Plan are published.
- Increase in the number of volunteers assisting in the running of library services – It is requested that the target to be increased from 380 volunteers to 450 to reflect the extremely positive response to the recruitment

campaign. At the end of Quarter 1, there had already been 312 volunteers recruited, with a further 100 applicants going through the approval process.

- Percentage of National Non-Domestic Rates (NNDR) collected – It is requested the target to be changed from 98% to 98.6% in recognition of recent strong performance against this indicator.
- Delayed Transfers of Care attributable to Adult Social Care – It is requested that the target be increased from 1 per 100,000 to 1.5 per 100,000. This is due to a change in definition from the Department of Health such that the cohort now includes patients awaiting Continuing Health Care funding as well as patients awaiting an assessment by a hospital OT.
- Percentage of adults in contact with Secondary Mental Health services living independently, with or without support – It is requested that the target be reduced from 87% to 76%. This is due to data cleansing within the Mental Health I.T system which significantly increased the number of service users on the Care Programme Approach (CPA) and slightly increased the number living independently, thus significantly reducing the 2015/16 outturn (on which this year's original target was based) from 86.1% to 75%.
- Percentage of adults in contact with Mental Health services in paid employment – It is proposed to increase the target from 4.8% to 5.4%. As with the above Mental Health indicator, this is due to data cleansing within the Mental Health I.T system which increased the number of people who were on a CPA as well as those in paid employment. This changed the outturn for 2015/16 (on which this year's original target was based) from 4.7% to 5.2%.

Proposed Change to Tolerance

- 9 Given the financial implications of the Levy Waste Tonnage performance indicator, it is proposed that the tolerance for this is changed from $\pm 10\%$ to $\pm 0\%$. This means that this indicator will be given a 'red' or 'amber' RAG status if it does not achieve the quarterly or annual target in future reports, highlighting it to officers and Members as an issue.

Change to reporting arrangements

- 10 As approved by the Cabinet through the Quarter 2 2015/16 Corporate Performance Report, for 2016/17 onwards the quarterly and annual Corporate Performance Reports are being considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board (bi-annually only) and finally the Cabinet. This allows the Overview and Scrutiny Board to maintain oversight of the value the individual committees are adding in monitoring and influencing performance and also allows the Cabinet reports to reflect any actions the overview and scrutiny committees may be taking to improve performance in highlighted areas. Work was undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet receive the reports within the same timescale as last year, but with the added benefit that the individual scrutiny committees have had the opportunity to scrutinise the data and commission relevant pieces of work in response. The time taken to complete the entire reporting cycle has therefore been shortened.

Future Performance Indicators – an outcome focused approach

- 11 Whilst the PIs currently included in the Corporate Performance Report provide both Members and officers with vital performance information that can be used to improve services, they are currently not ‘outcomes focused’; information is provided about activities and actions, but not what impact these have on local residents and local communities.
- 12 The approach to Performance Indicators and what is measured is being reviewed with a view to making the indicators that are measured in 2017/18 across the organisation more outcomes focused and therefore more meaningful to officers, Members and residents. One element of this is how we measure customer satisfaction; the Communications Service is currently seeking to engage an external consultant to gain expert advice on how we can gauge residents’ satisfaction in the most meaningful way, whether this is through surveys, focus groups, consultation panels etc., which will inform our approach moving forwards.

RECOMMENDATIONS

That Cabinet:

- 1 **Reviews** the levels of performance set out in **Appendix 1** and the corrective action that is being taken;
- 2 **Approves** the proposed changes to the performance targets set in relation to seven of the Corporate Performance Indicators and the proposed change to the tolerance level for one Corporate Performance Indicator;
- 3 **Notes** the work being undertaken to inform a more outcomes focused approach to performance indicators and performance monitoring for 2017/18 and
- 4 **Notes** the content of the Demand Pressures Dashboard attached as **Appendix 2**.

REPORT DETAIL

HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT

- 1 The Council’s performance on making Havering a clean borough has been positive, with 57% (4 of 7) of indicators given a RAG rating meeting target or being within target tolerance.

1.1 Highlights:

- (PI 6) 112 volunteers have been involved in 15 clean-ups across the borough, well above the target of 25. These include various Friends of Parks groups and Wennington Village Residents Association. There are plans for an advertising campaign for community clean-ups over the coming months which should mean a further increase in the number of residents taking community action.
- (PI 7) The percentage of planning appeals allowed against refusal of planning permission was below target (where lower is better), better than last quarter and better than this time last year.

1.2 Improvements required:

- (PI 1) The number of days to remove StreetCare fly-tips is above target at 1.5 days. Work is underway to improve data capture and data quality issues to ensure the figure is accurate. Outturns for August onwards are expected to show an improvement and provide a more realistic picture of performance. In the longer term, the introduction of in-cab technology (due to be in place by the end of the year) will alleviate issues surrounding data capture and data quality. However, it should be noted that once in-cab technology is in place, the number of fly-tips recorded will increase significantly.
- (PI 4) Levy waste tonnage, whilst within the target tolerance, is above target and this will have financial implications for the Council. A change to the target tolerance to $\pm 0\%$, as recommended in this report, would mean this indicator would have been given a 'red' RAG rating. There are ongoing marketing campaigns to reduce waste tonnage such as the Green Points scheme, the real nappies campaign, restart parties (events where electrical appliances are fixed for free instead of being thrown away) and composting and garden waste collections. There are also plans to start a campaign focused on food waste, which is estimated to account for 40% of household rubbish, and longer term there are plans to provide targeted help and assistance to producers of high and excessive waste.
- (PIs 2 and 3) Various activities are taking place to process planning applications in the required times. These include promotion of the pre-application advice offer, a quick turn-round of the validation process when an application is received, neighbour notifications, officer visit/reports and better timing of the committee date. For major planning applications, better pre-planning is also taking place. Proposals are currently being considered regarding the outsourcing of the initial part of the planning application process. This will streamline the process and has the potential to improve overall performance

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

- 2 The Council's performance on ensuring Havering is a safe borough has been mixed for Q1, with 45% (9 of 20) indicators given a RAG rating meeting target or being within target tolerance

2.1 Highlights:

- (PIs 28, 29 and 30) Self-Directed Support and personalisation continue to be at the heart of the service offer within Adult Social Care. As a result of this, the percentage of people using social care who receive self-directed support has exceeded the target and performed better than both the previous quarter and the same time last year. This is also the case for carers receiving self-directed support and those receiving direct payments, both performing at 100%.
- (PI 16) The rate of permanent admissions for individuals aged 18-64 years is currently on target. At the end of Q1, there had only been three admissions into long term care, whilst at the same stage last year there had been four. Services are continuing to manage a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transition cases and all services are monitoring clients in the community who may need moving to residential placements in the near future, particularly those with older carers.
- (PI 17) The percentage of looked after children placed in LBH foster care is at 41.6% for Q1 against a target of 40%.
- (PI 26) The percentage of adults with a learning disability who live in their own home or with their family is on target for Q1 and is a 50% improvement from the same time last year, equating to 28 more people.

2.2 Improvements required:

- (PI 14) There is currently a rise in total recorded crime (Total Notifiable Offences) of 18.5% for this financial year in Havering. This compares to a 5.5% increase across London. Whilst a significant amount of the rise is expected due to changes in recording practices relating to violent crime and criminal damage (a "manufactured increase"), there have also been increases in burglary, with particular targeting of elderly households. Resources and kit have been provided by Community Safety to the Police, along with an intelligence led work plan in order to continue to deliver Safe Zones, with a target to complete at least one each month.
- (PI 10) No target has been set by the Mayor's Office for Policing and Crime (MOPAC) for repeat domestic violence cases going to the MARAC, but the Council has set a local target to be in line with the national average (24.5%). Performance is significantly worse than this target at 43.9%. There is also a target to increase the number of cases referred to the Multi Agency Risk Assessment Centre (MARAC), which forms part of a funding bid to the Mayor's Office for Policing and Crime (with funding being dependent on successfully meeting the target).

Repeat referrals to the MARAC in most cases are made in order to prevent escalation of more serious behaviour, such as violence, rather than waiting for a case to reach threshold again. Better identification of Domestic Violence (DV) and improved recording is helping us to identify escalation more effectively, leading to more repeat referrals. Havering also has seen a rise in MARAC to MARAC referrals from other boroughs, where we have

repeat victims being moved into the borough from across London and neighbouring police force areas.

Havering is currently under resourced in terms of Independent Domestic Violence Advocates (IDVA) who manage MARAC cases, with 2 FTEs currently unavailable. Issues with the Victim Support IDVA service, managed and commissioned by the Mayor's Office for Policing & Crime, have been raised at the highest level by Havering and numerous other Community Safety Partnerships across London who are experiencing staffing/capacity problems with the new service.

- (PI 22) The percentage of adult social care service users accessing self-directed support via a direct payment is under target (where bigger is better) and worse than at the same time last year, representing 33 less people. Work continues within the service to increase these numbers however it is nationally recognised that increasing the uptake of direct payments among the older population is a challenge.
- (PI 8) The rate of permanent admissions to residential and nursing care for those aged 65+ is currently above target (where smaller is better), and performing worse than at the same time last year. There is evidence of increasing demand on the service and its budget with 65 service users being placed in Q1 of 2015/16 compared to 73 in Q1 of 2016/17. Adult Social Care (ASC) is now seeing the impact of keeping people in the community for longer with the average age of admission for those aged 65+ being 86 compared to 85 in 2015/16. ASC continues to work strategically with Housing in particular around how we place people into extra care housing and expanding the extra care housing portfolio.
- (PI 23) The percentage of adults in contact with secondary mental health services living independently, with or without support, is collated by North East London Foundation Trust (NELFT). Performance is currently below target (75.6% against a target of 87% where bigger is better) and has declined when compared to the same period as last year. NELFT colleagues are carrying out audits on those cases where service users are not considered to be in suitable accommodation in order to improve performance in this area.
- (PI 11) As at Q1 of 2016/17 there were had been new in-house foster carers recruited, with the full year target being 20. This compares to 5 at the same point last year.
- (PI 25) The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years is above target for Q1 (where smaller is better) and significantly higher than at the same point last year. It is worth noting however that during Q1 of 2016/17 there have been 63 new CP plans commenced, compared to 124 in Q1 of 2015/16, representing a 49.2% reduction in new CP plans.

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING

3 The Council's performance on ensuring Havering's residents are proud to live in the borough has been extremely positive, with 92% (22 of 24) indicators given a RAG rating meeting target or being within target tolerance.

3.1 Highlights:

- (PI 32) The number of businesses accessing advice through regeneration initiatives is significantly above target. This is because of the increased survey work being undertaken in Romford as part of the Business Improvement District (BID). The Council is keen to engage businesses as part of the process. Businesses in Hornchurch have also been surveyed in order to strengthen the town centre partnership.
- (PI 36) There were 65 units under construction for Mercury Land Holdings Limited at the end of Q1. These are located at the Oldchurch Hospital Site in Romford, and a further 44 units will be commenced in Q4 at 75 North Street in Hornchurch. The developments will all be private rented flatted accommodation, primarily with 1 or 2 bedrooms with some 3 bed units as well.
- (PI 37) The target for the number of physical library visits was reduced for 2016/17 in line with the reduction in library opening hours. Performance is significantly better than target at the end of Q1 and whilst performance is not as good as this time last year (which is expected), physical visit figures are only 17% down.
- (PI 34) At the end of Q1 of 2016/17, there were 176 homes classed as non-decent. This means that 98.16% of our residents' homes are of a decent living standard. This is a 35% improvement on the number of non-decent homes when compared to the same time last year (271).
- (PI 38) The average void to re-let time is 2.3 days (16.4%), lower than target for Q1 (where smaller is better) and also 3.3% better than at the same point last year.
- (PI 40) The percentage of young people leaving care who are in education, employment or training at ages 18 to 21 is at 63%, against a target of 60%.
- (PI 42) At 3%, the proportion of 16 to 19 year olds who are not in education, employment or training (NEET) in the borough is lower than both the target and the East London average (where lower is better).
- (PI 41) The percentage of Early Years providers judged as Good or Outstanding by Ofsted is slightly above target (where bigger is better) and also shows a slight improvement on both the short and long term direction of travel.
- (PIs 48 and 49) The percentage of Corporate Complaints completed within 15 days and Member / MP Enquiries completed within 15 days are both above target and both better than last quarter and last year.

3.2 Improvements required:

- (PI 31) The number of potential start-up businesses accessing advice via the Business Start-up Programme is below target. This was due to a gap in service provision whilst a new contractor was procured. Enterprise Nation started in May and is confident that performance will improve throughout the year. The contractor will deliver workshops, coaching, one-to-one health checks, online webinars, master classes and podcasts to local businesses.
- (PI 47) The sickness absence rate is above target (where lower is better) but has improved since the end of the last financial year. Performance against this indicator is measured on the basis of a rolling 12 month period and the figure would be below target if the figures for staff who have now left the Council's employment were excluded from the count. The Council is undertaking a six month pilot of a Day One absence service in partnership with its Occupational Health provider (Medigold) within the Streetcare, Catering and Parks services. If an employee has an unplanned absence and is unable to attend work, they will telephone a team of trained advisors who will be able to provide direct medical advice and support to assist the employee in returning to work as soon as possible. Other clients of Medigold have seen a 22.9% reduction in the number of days lost to absence by using this service, so the Council hopes to realise similar benefits. The pilot will be closely monitored to ensure that the service is working well and that savings are achieved.

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

REASONS AND OPTIONS

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

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

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

The rate of residential and nursing care admissions are increasing however the average client length of stay is reducing. This has led to an increase in Home Care client numbers and costs.

There are no direct financial implications arising from other indicators in this report however, whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

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

Robust on-going monitoring is undertaken as part the established financial and service management processes.

Human Resources implications and risks:

There are no specific Human Resource implications and risks.

Legal implications and risks:

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

Equalities implications and risks:

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

- (PI 8) Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)
- (PI 12) Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship)
- (PI 13) Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)
- (PI 22) Direct payments as a percentage of self-directed support
- (PI 23) Percentage of adults in contact with secondary mental health services living independently, with or without support
- (PI 25) Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years
- (PI 9) Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- (PI 10) Repeat Domestic Violence cases going to the Multi-Agency Risk Assessment Conference (MARAC)

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

BACKGROUND PAPERS

The Corporate Plan 2016/17 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=Visionhttps://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)	Description
Green	↑	<p>Short Term: Performance is better than the previous quarter Long Term: Performance is better than at the same point last year</p>
Amber	→	<p>Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as at the same point last year</p>
Red	↓	<p>Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than at the same point last year</p>

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community													
1	Avg. number of days taken to remove streetcare flytyps (C)	Smaller is Better	1 day	1 day	±10%	1.5 days RED	–	NEW	–	NEW	<p>It is believed that the target for the average number of days to remove streetcare flytyps is being met and the service is confident that there hasn't been a significant increase in reported flytipping. Anomalies with the recording has created questionable accuracy currently being investigated.</p> <p>Corrective Action In the short term work is underway to improve data capture and data quality issues to ensure the average number of days to remove streetcare flytyps is accurate. Outturns for August onwards are expected to show an improvement and provide a more realistic picture of performance. In the longer term, the introduction of in-cab technology (due to be in place by the end of the year) will alleviate issues surrounding data capture and data quality. The introduction of in-cab technology which will give us more intelligence to identify the causes rather than the symptoms of flytipping.</p>	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
CLEAN: Using our influence													
2	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	28.57% (2 of 7) RED	↓	41.67% (15 of 36)	↑	25.00% (2 of 8)	<p>For Q1 out of a total of 7 applications, 4 had Extension of Time Agreements and 100% of these were decided within the agreed time frame. This would give a revised percentage of 85.71% if EoT applications were treated as in time for the purposes of this PI.</p> <p>Corrective action: Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT. Proposals are currently being considered regarding the outsourcing of the initial part of the planning application process. This will streamline the process and has the potential to improve overall performance.</p>	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
3	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	46.46% (46 of 99) RED	↓	53.56% (188 of 351)	↓	56.15% (73 of 130)	<p>For Q1, out of a total of 99 applications, 42 had Extension of Time Agreements, 39 of which were decided within the agreed time frame. This would give a revised percentage of 85.86% if EoT applications were treated as in time for the purposes of this PI.</p> <p>Corrective action: Various activities such as promotion of pre-application advice offer, quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT. Proposals are currently being considered regarding the outsourcing of the initial part of the planning application process. This will streamline the process and has the potential to improve overall performance.</p>	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
4	Levy Waste tonnage (C)	Smaller is Better	85,386 Tonnes	21,818 Tonnes	±10%	22,598 Tonnes GREEN	–	NEW	–	NEW	<p>Whilst performance is above target, it is within the 10% tolerance so has been given a 'green' RAG rating. It is too early to predict if the target will be achieved however tonnages do reduce through the winter months as the amount of green waste collected reduces. Ongoing campaigns to contain waste tonnages are in place and tonnage data will continue to be reviewed throughout the year.</p>	Environment <i>Local performance indicator</i>	Environment

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee
5	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)(C)	Bigger is Better	80%	80%	±10%	78.01% (408 of 523) GREEN	↓ 85.93% (1,454 of 1,692)	↓ 87.07% (384 of 441)	For Q1, out of a total of 523 applications, 101 had Extension of Time Agreements, all of which were decided within the agreed time frame. This would give a revised percentage of 97.32% if EoT applications were treated as in time for the purposes of this PI. Performance will be carefully monitored. Proposals currently out to consultation regarding outsourcing of the initial part of the planning application process. These proposals have the potential to improve overall performance	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
6	Number of volunteers participating in community clean ups (C)	Bigger is Better	256	25	±10%	112 GREEN	↓ 480	↑ 40	112 volunteers have been involved in 15 clean-ups across the borough this quarter. These include various Friends of Parks groups and Wennington Village residents association. There are plans for an advertising campaign for community clean-ups over the coming months which should mean a further increase in the number of residents taking community action.	Policy and Performance Local performance indicator	Towns & Communities
CLEAN: Leading by example											
7	Percentage of appeals allowed against refusal of planning permission (C)	Smaller is Better	35%	35%	±10%	32.00% (10 of 31) GREEN	↑ 44.21% (42 of 95)	↑ 55.56% (10 of 18)	Performance is better than the Q1 target and better than last quarter and this time last year.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Line.no	Indicator	Value	2016/17 Annual Target	2016/17 Q1 Target	Target Tolerance	2016/17 Q1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee
SAFE: Supporting our community											
8	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)(C)	Smaller is Better	598.01	139.0	±10%	160.2 RED	- N/A	↓ 142.6	As with previous years, there is continued pressure for placements in the borough and work within the service continues to ensure that admissions are timely and appropriate. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 86 years. Corrective Action: Work within the service continues to ensure that admissions are timely and appropriate and that all other community based services have been exhausted.	Adult Social Care Reported to Department of Health (DH)	Individuals
9	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family (C)	Bigger is Better	75%	75%	±10%	44.4% RED	↑ 33%	↑ 29%	Of the 2 children that have had their adoption orders granted this period and the 7 currently placed with their adoptive families awaiting orders, 4 (44.4%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is an improvement on both last year's outturn and Q1 of 2015/16, but short of our 2016/17 target of 75%. The Borough's local authority ranking of 83rd for the 3 year average in 2013 to 2015 is an improvement of 6 places on the previous ranking of 89th. This means that Havering is performing better in this area than most statistical neighbours and is gradually making progress towards the England average. Corrective Action: Permanency tracking processes have been strengthened since the beginning of 2016 and scrutiny is applied on a six weekly basis. This work is supported by monitoring via the Edge of Care and LAC Panel.	Children's Services Reported to Department for Education (DfE)	Children & Learning
10	Repeat Domestic Violence cases going to the MARAC (C)	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	43.9% (25 out of 57) RED	↓ 36.7% (22 out of 60)	↓ 27.8% (15 out of 54)	No target has been set by MOPAC for repeat referrals, but the Council has set a local target to be in line with the national average (24.5%). There is also a target to increase the number of cases referred to the MARAC, which forms part of a funding bid to the Mayor's Office for Policing and Crime (with funding being dependent on successfully meeting the target). The target for MARAC referrals is 250 for 2016-17. Corrective Action: Havering is currently under resourced in terms of Independent Domestic Violence Advocates who manage MARAC cases, with 2 FTE currently unavailable. Issues with the Victim Support IDVA service, managed and commissioned by the Mayor's Office for Policing & Crime, have been raised at the highest level by Havering and numerous other Community Safety Partnerships across London who are experiencing staffing/capacity problems with the new service.	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
11	Number of new in-house foster carers (C)	Bigger is Better	20	5	±10%	0 RED	↓	7	↓	5	So far this year there have not been any new approvals which could mean that this year's target of 20 may be hard to achieve. Corrective Action: The campaign to recruit new carers is continuing, along with a move to "up skill" our existing foster carers in order to widen the age and need range that they are able to support.	Children's Services <i>Local performance indicator</i>	Children & Learning
12	Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship) (C)	Bigger is Better	16%	16%	±10%	9.7% RED	–	NEW	–	NEW	As at the end of Q1 we have seen 2 children cease to be looked after due to the granting of an adoption order, and 1 child cease to be looked after due to the granting of a special guardianship order, however performance against this KPI is likely to improve throughout the year. Corrective Action: Adoptions for the year are forecasted to be above the 7 during 2015/16, and special guardianship activity remains high in term of court legal proceedings and associated assessments.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
13	Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)(C)	Bigger is Better	70%	70%	±10%	0% RED	–	NEW	–	NEW	This is a new KPI for 2016/17 and the calculation is based on the number of young people that cease to be looked after on their 18th birthday that have a foster care placement and who remain living with that carer. So far this year there have been 6 young people turn 18. 5 were living in semi-independent placements (4 being UASCs) and the other was in a Private & Voluntary placement but will not be remaining with the carer as a Staying Put arrangement. Corrective Action: Work is progressing throughout the whole system to promote "staying put" with children/young people, foster carers, social workers and Independent reviewing officers. Leaving care transitional arrangements are in the process of being reviewed following changes to the leaving care team, and are a key focus of the current foster carer recruitment campaign, which emphasises the needs of teenagers.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
14	Total Notifiable Offences (C)	Smaller is Better	Awaiting targets from MOPAC	Awaiting targets from MOPAC	±0%	4,526 RED	↓	4,248	↓	3,820	Whilst no target is available, performance is worse than last quarter and this time last year, so this PI has been given a 'red' RAG rating. There is currently a rise in total recorded crime (TNO) of +18.5% for this financial year in Havering. This compares to a +5.5% increase across London. Whilst a significant amount of the rise is expected due to changes in recording practices relating to violent crime and criminal damage (a "manufactured increase"), there have also been increases in burglary, with particular targeting of elderly households. Corrective Action: Resources and kit have been provided by Community Safety to the police, along with an intelligence led work plan in order to continue to deliver Safe Zones, with a target to complete at least 1 each month, however, the police completed none in Q1 2016-17. There are plans to catch up and deliver one a week in September, which is timely as September - December is the peak period for burglary offences.	Policy and Performance <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
15	Total number of in-house foster carers (S)	Bigger is Better	90	90	±10%	81 GREEN	↓	82	–	NEW	The total number of in-house foster carers is a new measure for 2016/17 with Q1 performance being within target tolerance. This measure is linked to the number of new in-house foster carers as it was noticed during 2015/16 that many foster carers were coming up to retirement age and as new foster carers were recruited, older ones were de-registered.	Children's Services <i>Local performance indicator</i>	Children & Learning
16	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) (C)	Smaller is Better	12.0	2.7	±10%	2 GREEN	–	N/A	↑	2.7	The rate of permanent admissions for individuals aged between 18-64 years is currently on target. To date there have only been 3 admissions into long term care. At the same stage last year there had been 4. Services are continuing to manage a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
17	Percentage of looked after children (LAC) placed in LBH foster care (S)	Bigger is Better	40%	40%	±5%	41.6% GREEN	↑	33.6%	↑	32.0%	This measure is based on in house and family and friend placements as a percentage of all placements. As at Q1 this equated to 75 in house and 26 family and friends placements, exceeding our target and looking promising for the coming year.	Children's Services Local performance indicator	Children & Learning
18	Percentage of looked after children (LAC) placements lasting at least 2 years (S)	Bigger is Better	70%	70%	±10%	63% GREEN	↓	71%	↓	75.5%	As at 30th June 2016, 63% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years, which means that we are currently performing below our 2016/17 target of 70% but within target tolerance.	Children's Services Reported to Department for Education (DfE)	Children & Learning
19	Number of antisocial behaviour (ASB) incidents (C)	Smaller is Better	4,642	1,324	±10%	1,392 GREEN	↓	1,089	↓	1,209	The number of ASB incidents (1,392) is above the target (1,324) but within tolerance so has a RAG rating of 'green'. The number of anti-social behaviour incidents reported has increased by 15.1% (from 1,209 to 1,392) in Q1 2016-17 compared to this time last year, and is higher than the overall increase London wide of 3.1% during the same period. The number of repeat callers has remained stable at 245 for the quarter.	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
20	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population (C)	Smaller is Better	1.0	1.0	±10%	N/A	–	N/A	–	N/A	Due to the time lag for this measure, performance for Q1 is not expected until the end of August.	Adult Social Care Reported to Department of Health (DH)	Individuals
21	Percentage of care proceedings under 26 weeks (C)	Bigger is Better	80%	80%	±10%	N/A	–	NEW	–	NEW	This data is not available via CCM. Work is in progress with the Care Proceedings Manager to capture this data via the Legal Tracker spreadsheet with data expected for Q2.	Children's Services Reported to Department for Education (DfE)	Children & Learning
SAFE: Using our influence													
22	Direct payments as a percentage of self-directed support (S)	Bigger is Better	42%	42%	±10%	33.8% RED	↓	35.1%	↓	36.2%	Direct Payments (DPs) are one component of the SDS offer. ASC is currently below target for this indicator and is worse than at the same point last year; There are 702 service users receiving a direct payment. At the same stage last year there were 735. In line with the national picture, ASC continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service have in this area. Corrective Action: ASC Commissioning Services are leading on a number of initiatives to increase the take up of Direct Payments including the introduction of a payment card.	Adult Social Care Reported to Department of Health (DH)	Individuals
23	Percentage of adults in contact with secondary mental health services living independently, with or without support (C)	Bigger is Better	87%	87%	±10%	75.6% RED	↓	86.1%	↓	87.7%	The percentage of adults in contact with secondary mental health services living independently, with or without support, is collated by North East London Foundation Trust (NELFT). Performance is currently missing target (75.6% against a target of 87% where bigger is better) and has declined when compared to the same period last year. Corrective Action: Work is on-going with mental health services in understanding the issues leading to the numbers of people living independently showing this downward trend.	Adult Social Care Reported to Department of Health (DH)	Individuals
24	Successful completion of drug treatment – opiates and non-opiates (S)	Bigger is Better	50%	50%	±3%	40.5% RED	↓	50.0%	–	N/A New Provider from Q3 2015/16	Q1 performance is both below target and lower than Q4 of 2015/16. Corrective Action: At the request of the Council, the provider (WDP Havering) is working on implementing a remedial action plan to correct and improve performance to meet this annual target.	Public Health Reported to Department for Health (DH) (PHOF)	Health
25	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years (C)	Smaller is Better	10%	10%	±10%	15.9% RED	↓	5.0%	↓	5.6%	During Q1 there have been 10 (out of 63) new CP Plans relating to children who have previously been on a CP plan during the past 2 years. This has resulted in a YTD total of 15.9%, 59% higher than the target and considerably higher than at this point last year (7/124). Corrective Action: All cases that fall within this measure are forwarded to the service for audit, to ensure that it was appropriate to close the initial CP Plan and to open the second or subsequent plan.	Children's Services Local performance indicator	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
26	Percentage of adults with learning disabilities who live in their own home or with their family (C)	Bigger is Better	63.5%	17.0%	±10%	17% GREEN	–	N/A	↑	11.2%	Performance is on target with 84 service users with a learning disability confirmed as being in settled accommodation. This is an improvement on the outturn at the same stage last year when there were 56.	Adult Social Care Reported to Department of Health (DH)	Individuals
27	Percentage of children and families reporting that Early Help services made an improvement to assessed needs (C)	Bigger is Better	80%	N/A	±5%	N/A	–	NEW	–	NEW	This corporate performance measure will be reported on via the Outcomes Star (an assessment tool for the distance travelled by a family). This is currently in the pilot phase and data is expected to be available for Q2.	Children's Services Local performance indicator	Children & Learning
SAFE: Leading by example													
28	Percentage of carers using social care who receive self-directed support and those receiving direct payments (C)	Bigger is better	95%	95%	±10%	100% GREEN	–	N/A	↑	0.0%	This indicator monitors the services provided to carers via self direction. At present there are 65 carers who are receiving their services via self direction representing 100%.	Adult Social Care Reported to Department of Health (DH)	Individuals
29	Percentage of carers using social care who are receiving direct payments as a proportion of self-directed support (C)	Bigger is better	95%	95%	±10%	100% GREEN	–	N/A	↑	0.0%	Direct Payments (DPs) are one component of the self-directed support (SDS) offer. Currently there are 65 carers who are receiving their support via a Direct Payment representing 100%.	Adult Social Care Reported to Department of Health (DH)	Individuals
30	Percentage of people using social care who receive self-directed support and those receiving direct payments (S)	Bigger is Better	83%	83%	±10%	85.9% GREEN	↑	82.6%	↑	67.1%	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 currently exceeding target for this indicator. There are currently 1,786 service users receiving their support via self direction. At the same stage last year there were 1,363 service users receiving their service via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals

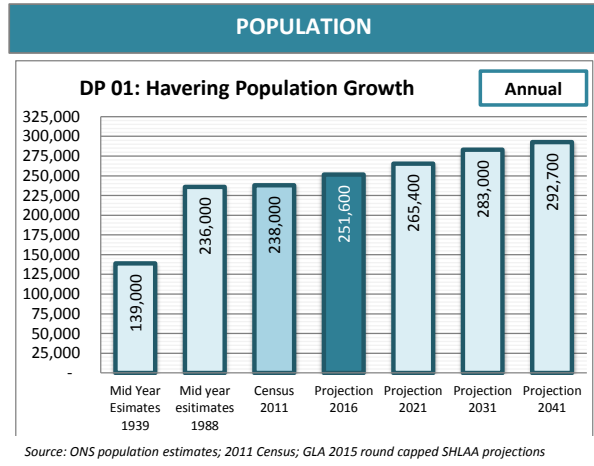
Line.no	Indicator	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
PROUD: Supporting our community													
31	Number of potential start-up businesses accessing advice via the Business Start-up Programme (C)	Bigger is Better	100	25	±10%	15 AMBER	↑	5	–	N/A (data not available Q1 2015/16)	The number of potential start-up businesses accessing advice via the Business Start-up Programme is below target. This was due to a gap in service provision whilst a new contractor was procured. Enterprise Nation started in May and had provided advice to 15 businesses at the end of Quarter 1. The Council is confident that performance will improve throughout the year. The contractor will deliver workshops, coaching, one-to-one health checks, online webinars, masterclasses and podcasts to local businesses.	Economic Development Local performance indicator	Towns & Communities
32	Number of businesses accessing advice through regeneration initiatives (C)	Bigger is Better	600	150	±10%	270 GREEN	↑	247	↑	82	The number of businesses accessing advice through regeneration initiatives is significantly above target. This is because of the increased survey work being undertaken in Romford as part of the Business Improvement District (BID). The Council is keen to engage businesses as part of the process. Businesses in Hornchurch have also been surveyed in order to strengthen the town centre partnership.	Economic Development Local performance indicator	Towns & Communities
33	Percentage of Housing repairs completed on time (including services contractors) (C)	Bigger is Better	96%	96%	±10%	89.42% GREEN	↓	92.3%	↓	94.2%	Maintenance services are aware of the decrease in the current performance from our contractors and are working with the contractors to deliver the actions laid out in the CIH deep dive review. Performance for Q1 however is within target tolerance.	Housing Local performance indicator	Towns & Communities
34	Percentage of homes that currently meet the decency standard (C)	Bigger is Better	98%	98%	±10%	98.16% GREEN	↓	98.18%	↑	97.3%	At Q1 of 2016/17 the number and percentage of homes which are currently classed decent is above the target (where bigger is better) and an improvement on this time last year (97.3%).	Housing Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
35	Estate inspections achieving target score (C)	Bigger is Better	95%	95%	±10%	96% GREEN	↓	96.7%	↓	96.4%	The Housing estates for Havering council which have been inspected for the first quarter have achieved over the target scores.	Housing Local performance indicator	Towns & Communities
36	New housing units under construction for Mercury Land Holdings Limited (C)	Bigger is Better	100	65	±10%	65 GREEN	–	NEW	–	NEW	There are 65 units under construction for Mercury Land Holdings at the end of Q1. These are located at the Oldchurch Hospital Site in Romford, and a further 44 units will be commenced in Q4 at 75 North Street in Hornchurch. The developments will all be private rented flatted accommodation, primarily 1 and 2 bedrooms with some 3 bed units as well.	Economic Development Local performance indicator	Towns & Communities

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
37	Number of physical library visits (C)	Bigger is Better	1,017,000	254,250	±10%	318,992 GREEN	↓	342,742	↓	385,563	The target for the number of physical library visits was reduced for 2016/17 in light of the reduction in library opening hours. Performance is better than target at the end of Q1 and whilst performance is not as good as this time last year (which is expected), or last quarter, physical visit figures are only 17% down.	Culture & Customer Access Local performance indicator	Towns & Communities
PROUD: Using our influence													
38	Average void to re-let times (C)	Smaller is Better	14 Days	14 Days	±10%	11.7 Days GREEN	↑	11.9 Days	↑	12.1 Days	Since the fall in performance on the void relets times in 2014/15, when the year-end outturn was at 33 days, the service has been through restructure, policy reviews and carried out actions for every aspect of the cycle to improve the overall performance. For the last two years the re-let times have improved and the service is performing well and this has been shown with consistency in keeping the re-let time below target (where smaller is better).	Housing Local performance indicator	Towns & Communities
39	Percentage of adults in contact with secondary mental health services in paid employment (C)	Bigger is Better	4.8%	4.8%	±10%	5.5% GREEN	↑	5.1%	↓	7.3%	This performance indicator is led by NELFT. Performance is currently better than target in this area but is worse than at the same stage last year. At present there are 34 service users in employment who are in contact with secondary mental health services. At the same stage last year there were 35. There are however, more people known to secondary mental health services this year compared to last year.	Adult Social Care Reported to Department of Health (DH)	Individuals
40	Percentage of young people leaving care who are in education, employment or training at age 18 to 21 (C)	Bigger is Better	60%	60%	±10%	63% GREEN	–	NEW	–	NEW	This is a new KPI for 2016/17. As at Q1 there were 65/104 (63%) of our former relevant young people aged 18-21 years old in education, employment or training, therefore exceeding target (where bigger is better).	Children's Services Reported to Department for Education (DfE)	Children & Learning
41	Percentage of Early Years providers judged Good or Outstanding by Ofsted (S)	Bigger is Better	80%	80%	±10%	81% GREEN	↑	80%	↑	80%	Improvement has been sustained now for the past two years.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
42	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET) (S)	Smaller is Better	4.0%	4.0%	±10%	3% GREEN	→	3.0%	↑	3.6%	Havering's NEET figures continue to perform better than the East London Average of 4.3% (where smaller is better). This continues to be achieved by tracking young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
43	Percentage of schools judged to be Good or Outstanding (S)	Bigger is Better	80%	80%	±10%	74% GREEN	→	74%	→	74%	Performance has been maintained and is within target tolerance.	Learning & Achievement	Children & Learning
44	The number of volunteers assisting in the running of library services (S)	Bigger is Better	380	320	±10%	312 GREEN	↑	280	–	N/A	Whilst performance is within tolerance, it is slightly behind target. This is largely due a delay with volunteer training following a transfer from the Adult College to the Reader Development Team. However the service is confident that performance will improve; there are another 100 volunteers who are going through the approval process. Of these 46 applied in June alone.	Culture & Customer Access Local performance indicator	Towns & Communities
45	Adults with Learning Disabilities in paid employment (S)	Bigger is Better	8.7%	N/A	±10%	N/A	–	N/A	–	N/A	This measure is not collected until Q3.	Adult Social Care Reported to Department of Health (DH)	Individuals
46	Number of apprentices (aged 16-18) recruited in the borough (C)	Bigger is Better	720 (Aug 2016 to Jul 2017)	N/A	±10%	N/A	–	N/A	–	N/A	Q1 performance information for this measure is expected in October 2016 due to the measure being in academic year rather than financial.	Learning & Achievement Local performance indicator	Children & Learning
PROUD: Leading by example													
47	Sickness absence rate per annum per employee (days) R	Smaller is Better	8.5 days	8.5 days	±10%	10.4 days AMBER	↑	10.5 days	↓	9.9 days	Performance is above target (where lower is better) but improved on the previous quarter. The figure would reduce to 7.9 days if the figures for staff who have now left the employment of the Council were excluded. The Council is undertaking a six month pilot of a Day One absence service in partnership with its Occupational Health provider in three areas of the Council. With other clients, our partner, Medigold, has seen a reduction of over 22% in the number of days lost to absence following implementation of this service so it is hoped that the Council will realise similar benefits.	Corporate Health Local performance indicator	

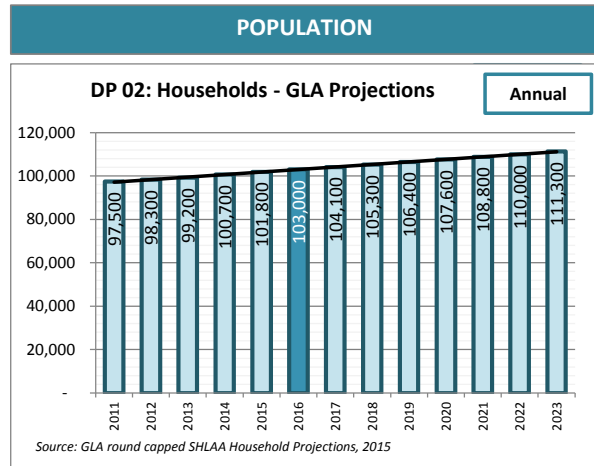
Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee
48	Percentage of Corporate Complaints completed within 15 days (C)	Bigger is Better	95%	95%	±10%	99% GREEN	↑ 92%	↑ 83%	Performance is above target - only 8 of 557 corporate complaints were not completed in 15 days in Q1.	Corporate Health Local performance indicator	
49	Percentage of Member/MP Enquiries completed within 15 days (C)	Bigger is Better	95%	95%	±10%	97% GREEN	↑ 95%	↑ 86%	Performance is above target - only 27 of 882 Member/MP enquiries were not completed in 15 days in Q1.	Corporate Health Local performance indicator	
50	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (C)	Bigger is Better	95%	95%	±5%	96.85% (28,265 of 29,183) GREEN	↑ 95.84% (105,557 of 110,142)	↑ 96.41% (25,637 of 26,591)	Despite performance being above target, some areas within the council are not submitting authorised paper invoices to Transactional Services for payment in a timely manner. As the council moves further to raising all commercial orders via iProcurement and the submission of invoices electronically by suppliers via iSupplier, the delays associated with authorising and submitting paper invoices for payment should decrease. To highlight this, currently over 99% of invoices submitted by suppliers via iSupplier are paid within 30 days.	Corporate Health Local performance indicator	
51	Percentage of Customers Satisfied With the Contact Centre (C)	Bigger is Better	85%	85%	±10%	88.49% (1,968 of 2,224) GREEN	↓ 89.89% (21,589/24,018)	↓ 88.92% (4,693/5,278)	Performance is better than target, although slightly worse than last quarter and this time last year. Customer Services staff offer the automated survey facility at the end of a call at every opportunity.	Culture & Customer Access Local performance indicator	
52	Number of online transactions as a % of all transactions (C)	Bigger is Better	50%	50%	±5%	51.49% (20,586 of 39,978) GREEN	↑ 44.70% (51,227 of 114,602)	↑ 28.18% (7,710 of 27,361)	This is a new indicator included as part of the Corporate Performance Report for 2016/17. However it was collected at service level last year so a short and long term direction of travel have been provided. Performance continues to improve. This is largely due to the promotion of online services for Environment services as a whole and the green waste renewal campaign.	Culture & Customer Access Local performance indicator	
53	Percentage of Council Tax collected (C)	Bigger is Better	96.7% (£134.67m)	31.10% (£41.74m)	±1%	30.93% (£41.66m) GREEN	– N/A	↓ 31%	Whilst performance is on track to meet target, actions are being taken to improve performance through more take up of payment by direct debit and trace and write off for bad debtors.	Exchequer & Transactional Services Reported to Department Communities & Local Govt (DCLG)	
54	Percentage of National Non-Domestic Rates (NDR) collected (C)	Bigger is Better	98.0%	32.38% (£24,863,741)	±1% (£3,839,367)	32.74% (£25,140,486) GREEN	– N/A	↓ 33%	Performance is better than target, although down on this time last year. A figure for the annual target has not been included as, while the percentage collection target will remain the same, the debit charge will change throughout the year. There were system issues which resulted in delayed recovery in June, and therefore a dip in collection. The service is confident that the year end target will be achieved.	Exchequer & Transactional Services Reported to Department Communities & Local Govt (DCLG)	
55	Speed of processing new Housing Benefit/Council Tax Support claims (C)	Smaller is Better	20 days	20 days	±10%	22 days GREEN	↓ 20.42 days	→ 22 days	Whilst performance is above target (where smaller is better), it is within the target tolerance and so has been given a RAG rating of 'green'. Performance is the same as Q1 last year, but has got worse since last quarter. Additional staffing resource has been identified to process claims and improve performance.	Exchequer & Transactional Services Reported to Department for Work and Pensions (DWP)	
56	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (C)	Smaller is Better	12 days	12 days	±10%	8 days GREEN	↓ 6.84 days	↓ 6 days	Although performance is worse than last quarter and this time last year, it remains below the target (where smaller is better) so has been given a RAG rating of 'green'.	Exchequer & Transactional Services Reported to Department for Work and Pensions (DWP)	

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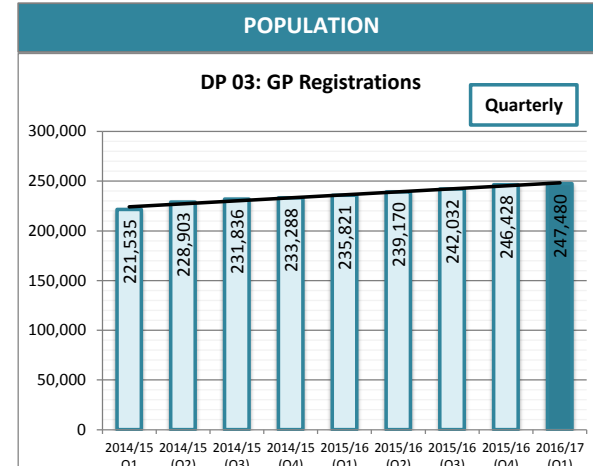
Appendix 2: Quarter 1 2016/17 Demand Pressure Dashboard



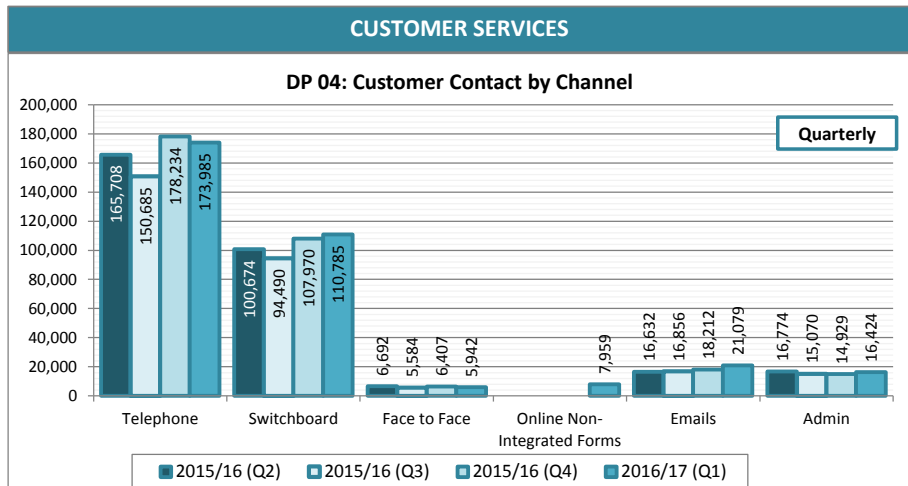
The ONS population estimates, the 2011 Census and GLA 2015 round capped SHLAA population projections show that Havering's population has seen the second largest proportional increase in London from 1939-2016 (81%). Hillingdon has the highest (88%) and Hounslow saw the third highest proportional increase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



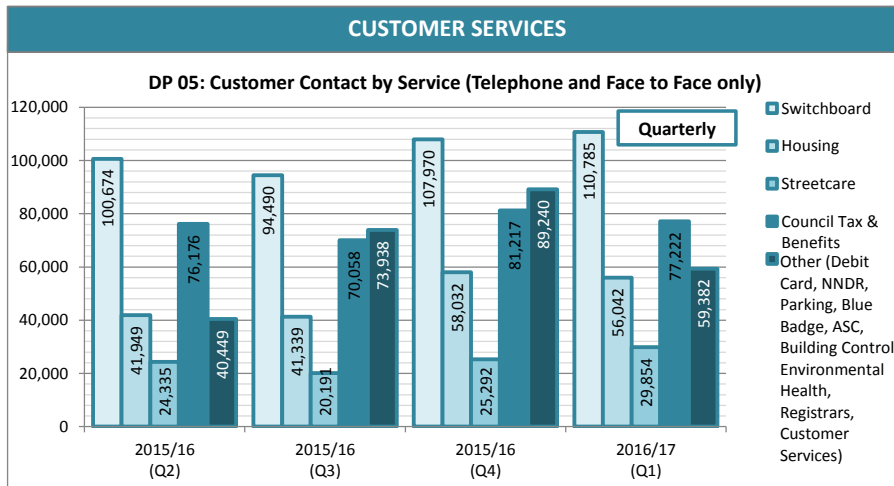
Using GLA estimates of the total number of households by borough, 1991-2041, the number of households in Havering has grown by 5,500 households (as at 2016) since 2011 and is projected to grow by a further 3,400 households by 2019.
 * Figures rounded to nearest 100



Q1 data shows Havering's GP registrations are continuing to increase each quarter, with 1,052 additional registrations between Q4 2015/16 and Q1 2016/17.

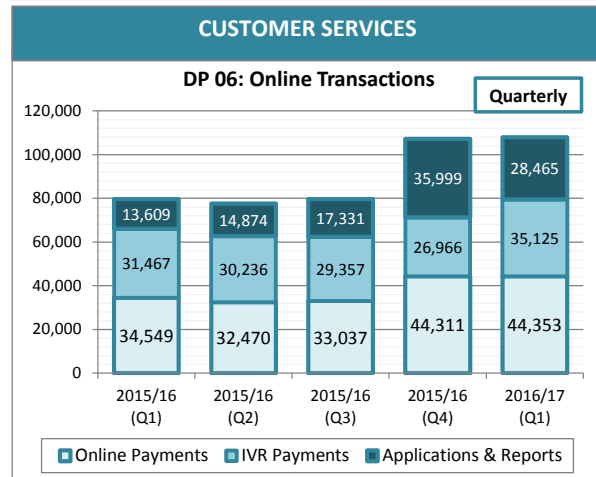


The planned introduction and promotion of further services being available online will assist in the reduction of telephone contact, which continues to be the preferred method of contact by customers. Email channels are being refined where applicable in order to transfer the most common queries into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

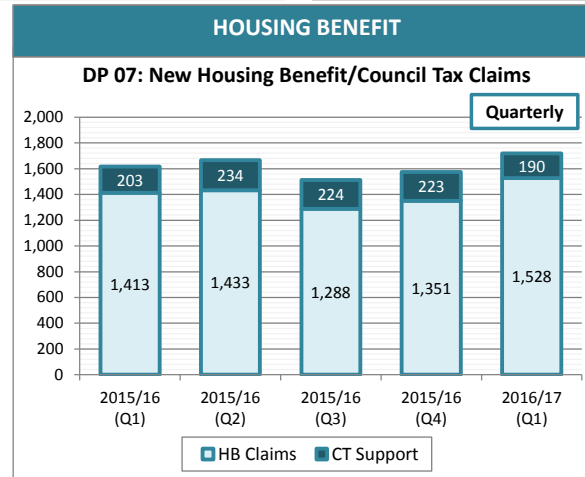


Council Tax, Benefits, StreetCare and Housing are the real pressures on service delivery due to demand levels and complexity. Services that are fully integrated with technology have been identified and work has begun to implement an online approach to move demand to the most cost effective channels.

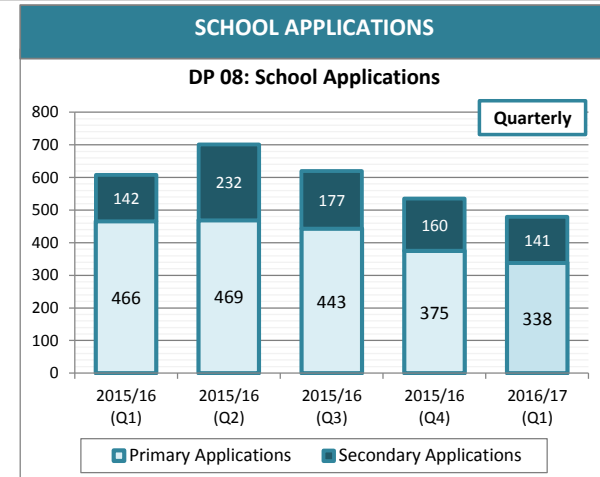
Footnote: Admin relates to a variety of work including processing Blue Badge applications, actioning online forms where the service is not integrated with back office systems, cheque processing, etc



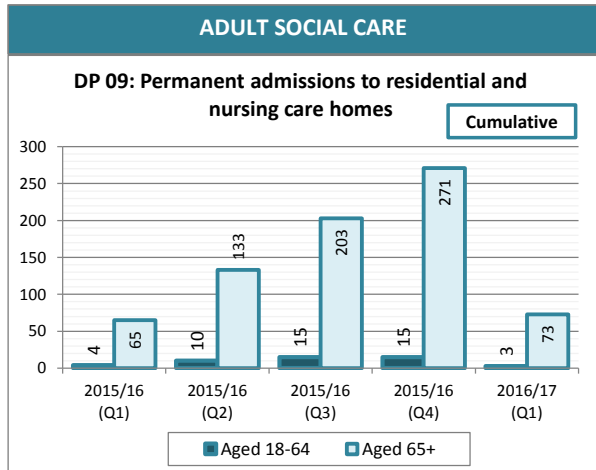
An 'online only' approach was implemented for many services in StreetCare, Registrars and Revenue during Q3. The high volume of Green Waste renewals being completed via the web has increased the number of online transactions still further. A high level of online transactions was maintained for Q1 2016/17.



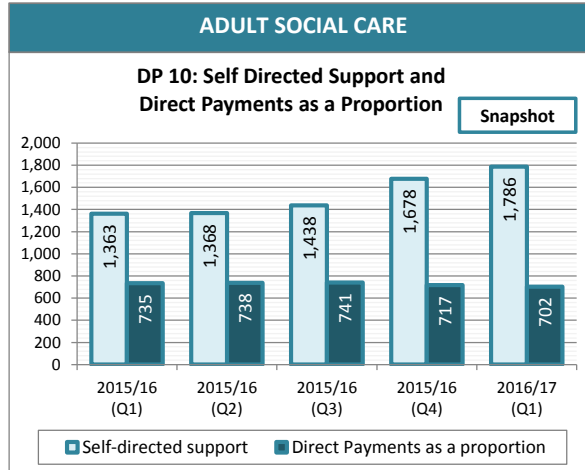
The total number of applications has increased by 6% from Q1 2015/16 to Q1 2016/17. The Universal Credit (UC) rollout will not significantly affect numbers of claims during 2016/17 given that new customers will claim UC instead of Housing Benefit and UC is administered by the DWP.



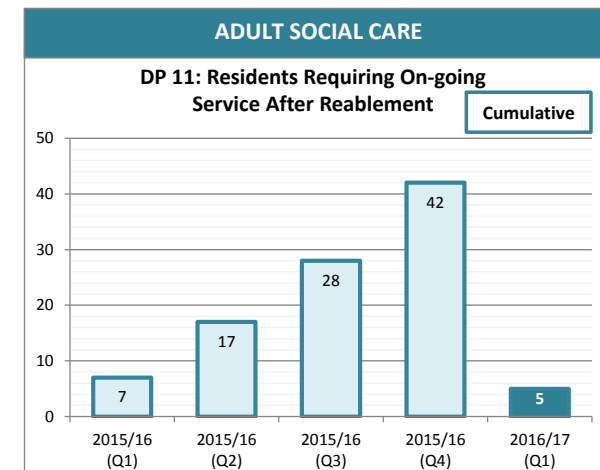
School applications have decreased by 129 applications since the same period last year (Q1 2015/16). The biggest reduction is seen within primary applications (27.5%).



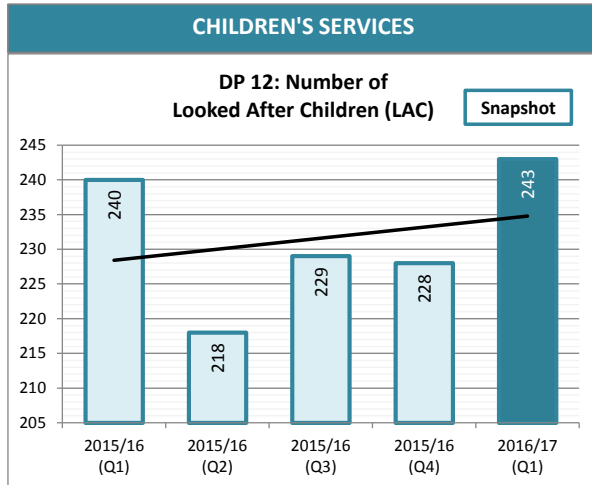
Demand for residents aged 18-64 has decreased by one when compared to Q1 of 2015/16. Permanent admissions for those aged 65+ however, have increased by 12.3% (65 v's 73) from the previous year.



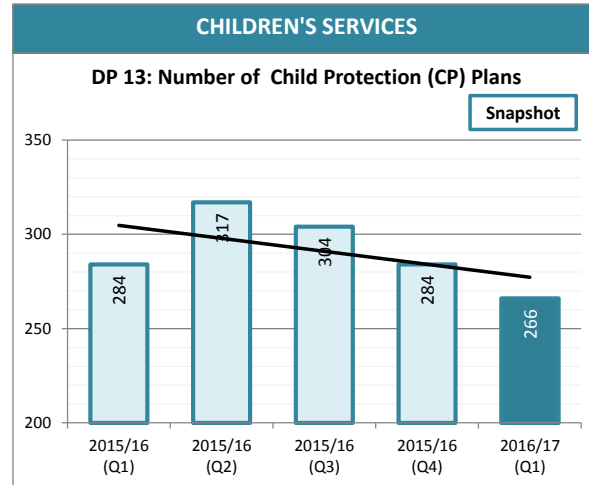
Self-directed support has increased slightly (by 6.4%) since Q4 of 2015/16 (from 1,678 to 1,786) and is 31.0% higher than the previous year (Q1 2015/16). Take up of direct payments has fallen slightly in Q1 from Q4 (2.1% reduction) and is also lower than Q1 of 2015/16 (4.5% reduction).



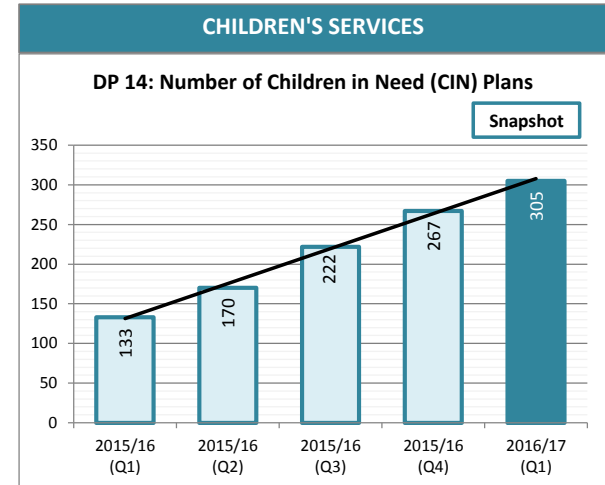
This is a local indicator and is reported cumulatively. Demand has decreased from 7 to 5 (28.6% reduction) when compared to Q1 of 2015/16.



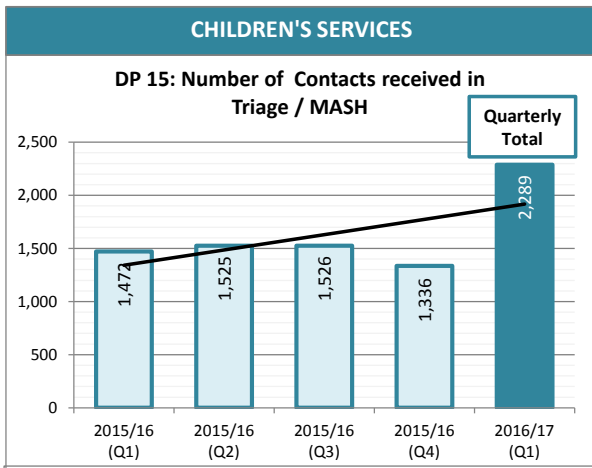
The number of looked after children has increased when compared to both the previous quarter and Q1 of the previous year.



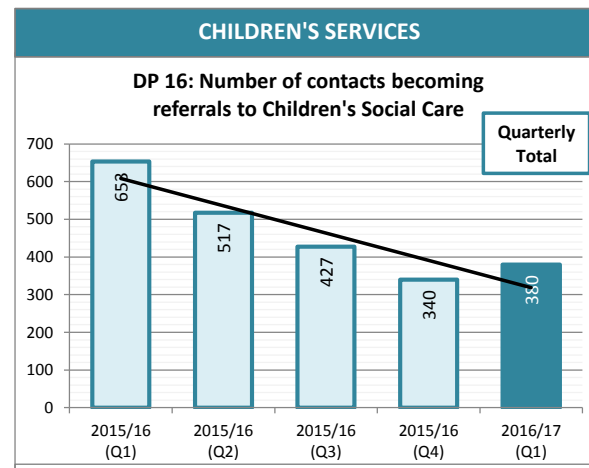
The number of CP cases (266) had been reducing since Q2 of 2015/16, and is now 6.3% lower than Q1 of the previous year.



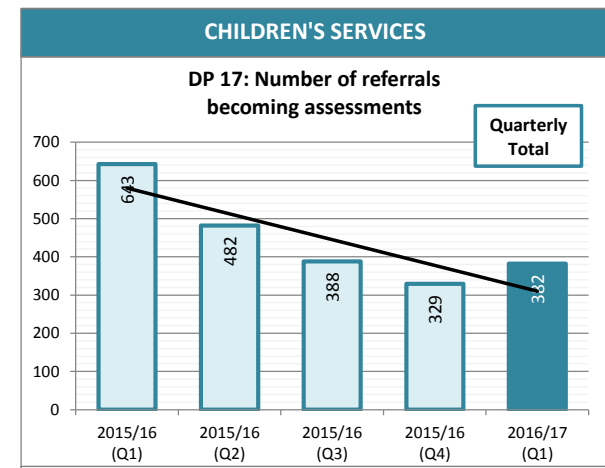
We continue to see an increase in the number of CIN plans, including as CP Plans step down. A 129.3% increase in activity is seen when comparing Q1 2015/16 to Q1 2016/17.



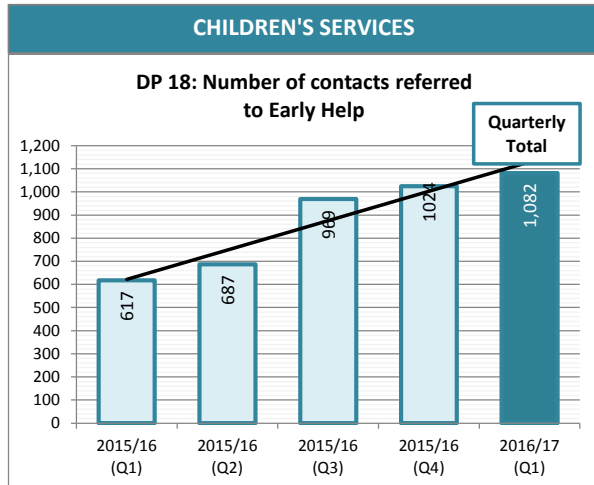
There were 2,289 contacts received in Q1 2016/17; an increase of 953 (71.3%) on the previous quarter. This is also an increase of 817 (55.5%) on the same period last year (Q1 15/16). Following the MASH Lean pilots, an EH Contact Team was added to the service and all EH contacts are now included in this figure.



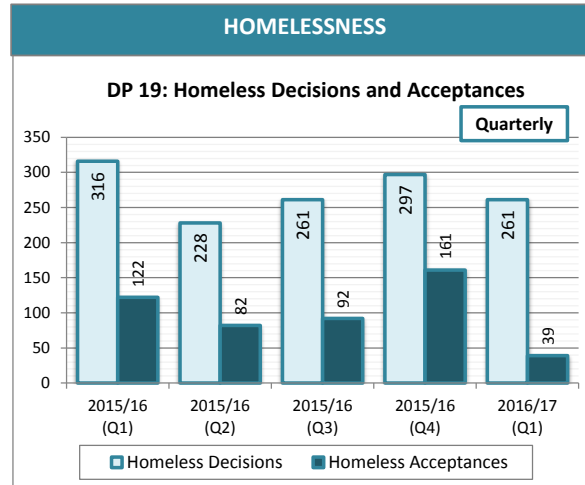
There were 380 contacts that became referrals in Q1 2016/17; an increase of 40 on the previous quarter. The figure had been falling in each quarter as more cases are progressed to Early Help following the MASH Lean Review (see DP18) as opposed to statutory interventions.



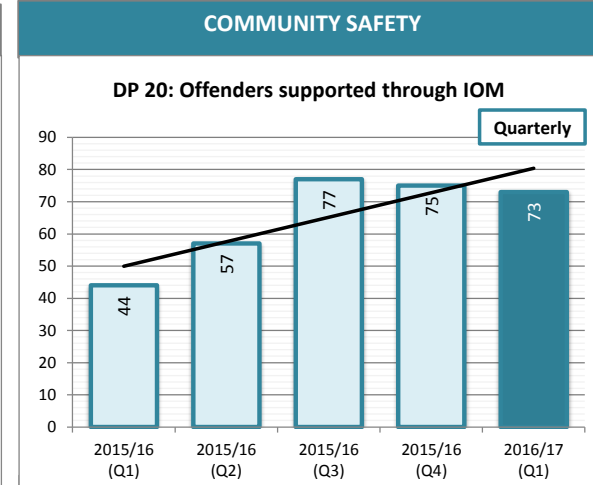
There were 382 referrals that became assessments in Q1 of 2016/17; an increase of 53 on the previous quarter. This is also 40.6% below performance for Q1 of the previous year.



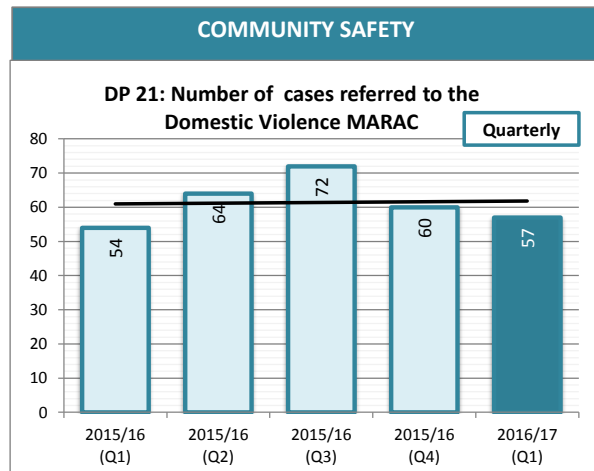
There were 1,082 contacts referred to Early Help in Q1 2016/17; 58 more than the previous quarter and 465 more than the same period last year. The MASH is referring more cases to the service particularly since the MASH review in December.



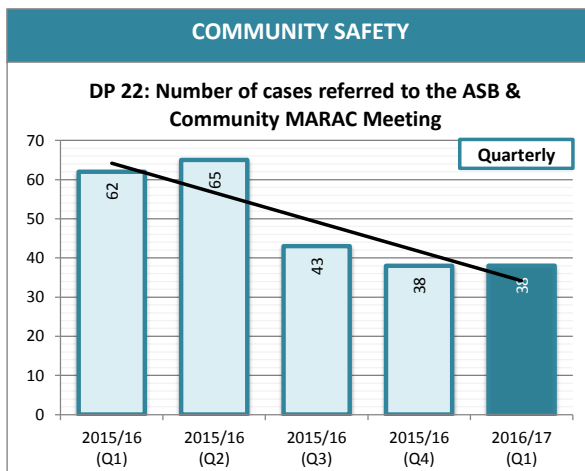
The increase in Q1 for 2015/16 was due to the clearing of a backlog of cases. The number of homeless decisions at Q1 of 2015/16 is lower than that at the same point the previous year and also lower than the previous quarter evidencing a reduction in demand in this area. The number of acceptances has also reduced by 68.0% (from Q1 of 15/16) and 75.8% (from the previous quarter).



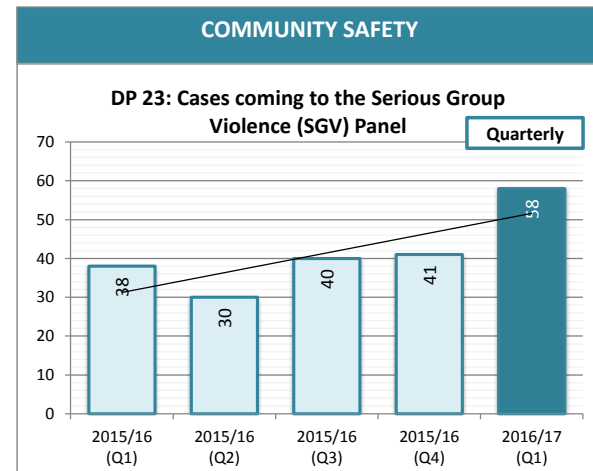
The number of offenders being managed through the Integrated Offender Management is 73 at the end of Q1 2016/17. This is now almost at full capacity. The maximum number that can be supported in Havering is 80.



The number of cases of Domestic Violence dealt with by the MARAC has increased from 157 in 2012-13, 240 in 2014-15 and 250 in 2015-16. So far this year there have been 57 cases, which is higher than Q1 last year.



The ASB Panel and Community MARAC meetings were combined in January 2016 to reduce duplication of cases being represented at both panels where there were cross-overs. As a result, Q1 16-17 has seen a notable reduction from the previous year.



The number of clients being monitored for Serious Group Violence is currently 97, with 45 on the Met Police Trident Gangs Matrix. The number of clients coming to notice and requiring more intensive support through the SGV Panel in the most recent quarter was 58.