

# CABINET

Wednesday 14 December 2016 Council Chamber -Town Hall

Members 9: Quorum 3

Councillor Roger Ramsey (Leader of the Council), Chairman

|                                 | Cabinet Member responsibility:   |  |  |
|---------------------------------|--|--|--|
| Councillor Damian White         | Housing  |  |  |
| Councillor Robert Benham        | Children & Learning  |  |  |
| Councillor Wendy Brice-Thompson | Adult Social Services and Health   |  |  |
| Councillor Osman Dervish        | Environment, Regulatory Services and<br>Community Safety   |  |  |
| Councillor Melvin Wallace       | Culture and Community Engagement   |  |  |
| Councillor Clarence Barrett     | Financial Management, ICT (Client) and Transformation  |  |  |
| Councillor Ron Ower             | Housing Company Development and<br>OneSource Management  |  |  |
| Councillor Joshua Chapman       | Deputy Cabinet Member assisting Cabinet<br>Member for Housing  |  |  |
| Councillor Jason Frost          | Deputy Cabinet Member assisting Cabinet<br>Member for Environment, Regulatory<br>Services & Community Safety |  |  |

For information about the meeting please contact: Andy Beesley, Head of Democratic Services e-mail: andrew.beesley@onesource.co.uk



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

# Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

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

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

# AGENDA

## 1 ANNOUNCEMENTS

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

# 2 APOLOGIES FOR ABSENCE

(if any) - receive

# 3 DISCLOSURES OF INTEREST

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

4 **MINUTES** (Pages 1 - 12)

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

- 5 THE COUNCIL'S FINANCIAL STRATEGY 2016/17 (Pages 13 26)
- 6 **CUSTOMER EXPERIENCE STRATEGY** (Pages 27 56)
- 7 VOLUNTEERING STRATEGY 2016-21 (Pages 57 102)
- 8 INTEGRATION OF REABLEMENT AND REHABILITATION (Pages 103 142)
- 9 QUARTER 2 CORPORATE PERFORMANCE REPORT (2016/17) (Pages 143 166)

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# Public Document Pack Agenda Item 4



MINUTES OF A CABINET MEETING Council Chamber - Town Hall Wednesday, 12 October 2016 (7.30 - 9.00 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<br>and Community Safety  |
| Councillor Melvin Wallace       | Culture and Community<br>Engagement   |
| Councillor Clarence Barrett     | Financial Management, ICT (Client) and Transformation   |
| Councillor Ron Ower             | Housing Company Development<br>and OneSource Management   |
| Councillor Joshua Chapman       | Deputy Cabinet Member assisting<br>Cabinet Member for Housing   |
| Councillor Jason Frost          | Deputy Cabinet Member assisting<br>Cabinet Member for Environment,<br>Regulatory Services & Community<br>Safety |

There were about 25 members of the public present for part of the meeting.

Councillors Ray Morgon, David Durant and Keith Darvill also attended.

Unless otherwise indicated, all decisions were agreed unanimously with no Member voting against.

# 71 MINUTES

The minutes of the meeting held on 21 September 2016 were agreed as a correct record and were signed by the Chairman.

# 72 THE COUNCIL'S FINANCIAL STRATEGY

# Councillor Roger Ramsey, Leader of the Council, introduced the report

Cabinet was informed that the report set out the Council's Medium Term Financial Strategy to manage the implications of funding reductions and cost pressures over the next three years.

The report set out the process for bridging the funding gap with a view to achieving a balanced two-year budget.

It reviewed the cost pressures faced by the Council and updated the financial model as reported to the Council in February 2016 when setting the Council Tax requirement for 2016-17.

The financial strategy had been updated on the assumption that the Government's four year financial settlement would be implemented – though Members were reminded that should there be changes to Government's policies, the financial strategy would be reviewed and appropriate action taken.

The report also explained the process and timescales for identifying further cost savings and income generation proposals that might be required to meet the funding gap over the three year cycle.

Cabinet was assured that all proposals would be subject to full and proper consultation, before any final decisions are made.

#### Reasons for the decision:

It was essential that the Council's financial strategy took due account of Government plans and any other material factors where these were likely to have an impact on the Council's financial position. The report set out the process for developing the Council's budget strategy for the next three years and reflected the expected continued Government approach of reduced levels of funding.

# Other options considered:

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

After accepting an amendment in the wording of recommendation two (deleting "agreed" and inserting "noted") Cabinet:

- 1. **Noted** the original and currently projected budget gap and the assumptions upon which these had been based, and the risks associated with them.
- 2. **Noted** the draft Medium Term Financial Strategy (MTFS), covering the period from 2017/18 to 2019/20, set out in the report.

- 3. **Noted** that there was a range of risks and assumptions made as part of the development of the strategy and that updates would be provided to Cabinet should these vary, in the buildup to Council Tax setting.
- 4. **Noted** that any alternative proposals from Overview & Scrutiny or opposition groups, that would need to be subject to consultation, would need to be subject to a robust review before they could be considered for inclusion in the Council's budget and therefore had to be submitted by 10<sup>th</sup> November prior to the next meeting of Cabinet on 14<sup>th</sup> December in order to be considered as part of the consultation process.
- 5. **Noted** that a range of corporate strategies might be impacted by the budget strategy and these would need to be updated and approved accordingly.
- 6. **Reviewed** the initial proposal to maintain a core capital programme of around £4.9m a year subject to a detailed review of available receipts and to a further review of borrowing costs.
- 7. **Agreed** to receive a further report in December to consider progress to date in delivering the 2016/17 budget, developing further proposals for 2017/18 and beyond and providing an update on the prospects for the financial settlement following the Chancellor's Autumn Statement.
- 8. **Noted** the advice of the Section 151 Officer in setting a robust budget.

# 73 HOUSING ACCOMMODATION PLAN - REVIEW OF OLDER PERSON'S HOUSING NEEDS

Councillor Damian White, Cabinet member for Housing, introduced the report

Cabinet was reminded that the report followed the initial report considered by Members at an Executive Briefing held on the 6 June and reviewed on the 26 September at a further Executive Briefing.

In essence it embraced a thorough review of the housing needs of older people across the borough. At the Executive Briefing on the 6 June, officers were instructed to carry out consultation with residents of the sheltered schemes and to report back to Members the outcome of those consultations and any changes to the proposals for older persons' housing in Havering. The report before Cabinet provided that information using which had been presented to the Executive Briefing meeting on the 26 September 2016. The report was set within the overall statistical analysis of supply and demand data and conclusions which had been presented in the previous reports were attached as Appendices 8 and 9 to the current report, namely:

- There was a current and projected surplus of affordable sheltered schemes within the borough and that this was anticipated as likely to continue even with the projected growth in the number of older people living in Havering.
- There was a current and projected deficit in sheltered/retirement housing for lease and sale within Havering.
- There was a current and projected deficit of enhanced and extra care housing and dementia provision of all tenures within Havering.

Members were reminded that at Cabinet on 15 June 2016, a revised Housing Revenue Account (HRA) Business Plan (item 8) had identified funding for the redevelopment of 12 key estates owned by the HRA including the Sheltered Schemes identified within the current report.

Cabinet was informed that whilst the current report dealt with Older Persons' Housing, it was also an integral part of the HRA Regeneration Project, (both elements made-up the overall plans for Housing Accommodation across the borough). That report followed and the two reports were to be considered as two aspects of the same programme though focused on different issues.

# Reasons for the decision:

The over-supply of Council rented sheltered accommodation and the lack of older persons' accommodation for sale needed to be addressed in order to ensure that the Council made best use of its assets, assist with the pressures facing social services care budgets and meet the future housing needs of older people in Havering.

#### Other options considered:

The option of not reducing the provision of sheltered accommodation was considered, but rejected, as it would not begin to address the difficulty of letting bedsits, un-lifted properties or with meeting the future housing needs of older people in Havering.

Cabinet:

- 1. **Noted** the findings of the review of older persons' future housing needs in Havering.
- 2. **Noted** the outcome of the consultations carried out at the sheltered housing schemes across Havering
- 3. **Agreed** the final recommendations for the provision of housing for older persons in Havering, and specifically agreed the recommendations for each scheme as detailed in Section 3 of the report.

4. **Agreed** to delegate authority to the Director of Housing Services, after consultation with the Cabinet Member for Housing, to make variations to or substitutions for disposal or alternative use of any of the schemes already in the Housing Development Programme subject to financial viability, full resident consultation and there being no need for additional capital investment beyond the existing programme budget.

# 74 HOUSING ACCOMMODATION PLAN - NEW BUILD UPDATE

Councillor Damian White, Cabinet member for Housing, introduced the report

Cabinet was reminded that at its meeting on 15 June it was agreed that officers would commence consultation with local residents and initiate procurement of a preferred partner for the delivery of 12 key regeneration sites for the provision of affordable housing, including older persons' housing. The report provided an update on the progress made since that decision.

#### **Reasons for the Decision:**

These actions were necessary in order to achieve the agreed recommendations from the June Cabinet paper. The outcomes from these actions would lead to an increase in the number of affordable homes available for local residents and thus help to mitigate the increased pressure on housing in Havering.

An increased housing supply would improve the options for local people to access safe, affordable housing, reduce homelessness and ease potential pressures on the General Fund. In addition, the creation of new homes within the HRA would enable increases to rent, which could be used to offset losses from properties lost through the right to buy (RTB) scheme and would enable RTB receipts to be used for the benefit of Havering rather than being handed back to Government.

#### **Other Options Considered:**

The options relating to the preferred methods of procurement and the delivery model were detailed within the report.

Cabinet:

- 1. **Noted** the outcome of the consultations carried out.
- 2. **Noted** the progress made regarding the procurement of preferred partners.
- 3. **Agreed** the prioritisation of estates as identified in Section 5 of the report.

4. **Agreed** that the Director of Housing had the authority to arrange for the service of demolition notices at the appropriate time in relation to all affected properties on the estates and schemes in the programme.

# 75 OUTLINE PROPOSALS TO ADDRESS EARLY YEARS, PRIMARY, SECONDARY AND SEN RISING ROLLS - PHASE 4 EXPANSION PROGRAMME

Councillor Robert Benham, Cabinet member for Children & Learning, introduced the report

Cabinet was informed that Havering had seen an increase of over 45% in the number of births between 2002 and 2015. The Office for National Statistics (ONS) live birth data for 2013 showed that most London boroughs had experienced a drop in their birth rate from 2013 to 2014. Havering, however, had experienced a 5% increase.

While many London boroughs had already had an increase in birth rate which was now starting to plateau - Havering was still at the early stages of its increase in the birth rate. The borough therefore needed to build the necessary capacity to accommodate its children who required a school place for years to come. In 2014/15-2015/16 an additional permanent 4 Forms of Entry (FE) in Primary schools were created together with 292 temporary places to cover short-term pressures for primary age pupils.

The number of Primary age pupils however, was expected to continue rising significantly from 21,074 in 2015/16, to 25,677 in 2020/21 which was more than 4,000 extra pupils over the next five years and this would continue to rise further. The result would be that there would be a need to make new provision available in most planning areas across the borough on both a permanent and temporary basis.

Members were informed that as these pupils advance toward secondary education the borough's current surplus of places in the secondary sector would be eroded and surpassed. Havering would exceed its overall Secondary places (in all year groups) around 2019/20, but was projected to exceed its Year 7 capacity sooner; in 2018/19.

There were currently 3,252 places available in Havering for Year 7 pupils. The Local Authority would begin the process of planning additional capacity across the borough for the projected increase in secondary pupil numbers through phases 3 and 4 of the expansion programme.

This rise in demand meant that the Council needed to do two things:

- 1. Find ways to absorb the immediate extra demand for places, while protecting the Borough's historic good reputation for schools which was already well underway.
- 2. Plan for a longer term growth in pupil numbers, which meant creating more capacity in the Havering school system.

The report before Members sought Cabinet's approval to an approach to managing the forecast increase in early years, primary, secondary and SEN pupil numbers beyond the current Phase 3 of the Council's Programme of Primary School Expansions.

Cabinet was assured that the recommendations took account of the very wide resident, parent and stakeholder consultation outcomes, the Council's agreed Commissioning Plan for Education Provision 2015/16 - 2019/20 (appendix 1 to the report), updated pupil forecasts (appendix 2 to the report) and other related developments.

Cabinet was informed that approval of the recommendations would enable officers to undertake consultation with stakeholders including the encouragement of new Free Schools where appropriate and ensuring value for money as part of the Council's strategy of ensuring that there were sufficient school places to meet likely future demands.

## Reasons for the decision:

This decision was necessary to ensure the provision of sufficient school places to meet the forecast rise in early years, primary, secondary and SEN pupil numbers projected beyond Phase 3 of the Council's Programme of School Expansions.

## Other options considered:

A number of options had been identified in the report each requiring further consideration. So far no option had been rejected.

Not providing any additional places was not an option as the Council would be failing to meet its statutory duties.

Cabinet:

- 1. **Agreed that** Phase 3 and 4 of the school expansion programme should continue to be developed based on the following approach in line with consultation responses:
  - i. To have a preference for expanding existing popular and high-performing schools and inclusion of nursery provision and Additional Resource Provisions (ARPs) where appropriate and practicable.
  - ii. To consider the expansion of existing schools, but only to a maximum size of 4 Forms of Entry (FE) in the primary phase, ensuring at all times that high standards of education was paramount; to consider the possible establishment of primary phase provision on secondary school sites as "all through" provision and the encouragement of Free Schools where needed and where they provided best value.

- 2. **Delegated** the power to take further decisions regarding the approval of which settings/schools included within the report should be expanded or supported financially (subject to the appropriate statutory processes) for Phase 4 of the Expansion Programme to the Cabinet Member for Children & Learning.
- 3. **Delegated** the power to take further decisions regarding expansion or financial support for Academies not included within the report in urgent and exceptional circumstances, (subject to the appropriate statutory processes and within the agreed capital programme) for Phase 4 of the Expansion Programme, to the Cabinet Member for Children & Learning after consultation with the Leader.
- 4. **Delegated** to the Director of Asset Management authority to submit planning applications after consultation with planning officers, commission all associated surveys/investigations (including transport assessment, soils survey, environmental check etc.) and commence tender processes as required to support the development of options appraisals to deliver Phases 3 and 4 expansions required and **noted** that tender awards would remain the subject of separate Executive Decision(s).
- 5. **Noted** the updated Commissioning Plan for Education Provision 2015/16 2019/20 and School Planning Data Pack appended to the report.

# In respect of increasing Primary places:

6. **Agreed** the following Phase 4 proposals for **Permanent** expansion, to be subject to consultation and statutory processes, including planning:

Harold Hill Planning area:

Expansion of Pyrgo Priory Primary School from 2FE to 3FE for 2017/18.

Expansion of Broadford Primary School from 3FE to 4FE for 2018/19.

Romford Planning area:

Expansion of Hylands Primary School from 2FE to 3FE for 2017/18.

Expansion of Gidea Park Primary School from 2FE to 3FE for 2019/20.

# Rainham and South Hornchurch Planning area:

Expansion of Rainham Village Primary School from 2FE to 3FE for 2017/18.

Expansion of Whybridge Infant and Junior School from 2FE to 3FE for 2017/18.

Expansion of Brady Primary School from 1FE to 2FE for 2017/18.

Expansion of Parsonage Farm Primary School from 3FE to 4FE for 2018/19.

Expansion of Newtons Primary School from 2FE to 3FE in 2019/20.

7. **Agreed** to support proposals for a new 3FE Primary Free School in the Rainham and South Hornchurch Planning area on the Beam Park development site.

## In respect of increasing Secondary places:

8. **Agreed** the **Permanent** expansion through the rationalisation of Published Admission Numbers of the following schools for 2017/18;

Marshalls Park School from 172 to 1808placesEmerson Park School from 192 to 21018placesFrances Bardsley Academy from 220 to 24020placesPlaces18

9. **Agreed** to financially support the Phase 4 proposals for **Permanent** expansion, in the following schools:

North East Planning area:

Expansion of Drapers' Academy from 6FE to 8FE for 2018/19.

North West Planning area:

Expansion of Bower Park Academy from 6FE to 7FE for 2019/20.

Central Planning area:

Expansion of Royal Liberty School from 4FE to 5FE for 2018/19.

Expansion of Marshalls Park School from 6FE to 8FE for 2018/19.

Expansion of Redden Court Academy from 5FE to 7FE for 2019/20.

Expansion of Emerson Park School from 7 FE to 8FE for 2019/20.

# East Planning area:

Rationalisation of PAN for Hall Mead Academy from 192 to 210 for 2019/20.

# In respect of increasing SEN places:

10. Primary SEN places;

**Agreed** to establish two Additionally Resourced Provisions (ARPs) for primary children with Communication and Interaction Needs, each with 12 places in mainstream primary schools for 2017/18. The ARPs would be established in the Upminster, or Harold Hill, or Rainham and South Hornchurch primary planning areas.

## Secondary SEN places;

**Agreed** to establish two ARPs containing 12 places each in secondary schools in the schools in the North West, or East, or South, or Central secondary planning areas to meet the needs of secondary pupils with Communication and Interaction Needs for 2017/18.

## Special Schools;

**Noted** that plans to address the SEN need for 2018/19 would be the subject of future reports.

#### In respect of increasing Early Education and Childcare places:

11. Approved the implementation of the following four projects subject to the grant of capital funding from the Department for Education to support the delivery of 30 hours free childcare for working parents of 3- and 4-year-olds from September 2017, and RECOMMENDED to Council that it agree funding of approximately 25% of the total project cost for each project.

Early Years Capital Bid 30 hours of free childcare - 4 projects;

| Projects                         | Wards       | Type of<br>Project | Expected<br>number of newly<br>created 30 hour<br>places |
|----------------------------------|-------------|--------------------|--|
| James<br>Oglethorpe<br>Preschool | Upminster   | New build          | 30   |
| Crownfield<br>Nursery            | Mawney      | Extension          | 30   |
| The Old School<br>Playgroup      | Harold Wood | Extension          | 18   |
| Towers Nursery                   | Hylands     | New build          | 30   |

# In respect of the Romford Housing Zone:

12. **Noted** that recommendations regarding preferred sites for one 4 FE primary school or two 2 FE primary schools and one 5/6FE secondary school in Romford to meet the need for places for the Romford new housing zone framework. Delivery would be subject to a future Cabinet report.

## In respect of additions to the Capital Programme:

- 13. Cabinet **RECOMMENDED to Council** that the following items of funding were added to the Capital Programme:
  - i. £2.5m of unallocated S106 developer contributions for Education purposes
  - ii. £1.4m early years grant referred to in recommendation 7 above (subject to bid being successful)
  - iii. £5m estimated 19/20 basic need grant (to be adjusted to final grant allocation once announced).

**NOTE**: tenders would not be awarded to commit expenditure against this grant prior to confirmation of the grant. However, inclusion within the capital programme at an earlier stage would enable schemes to be developed.

14. Cabinet **RECOMMENDED to Council** that the detailed schemes as attached at appendix 3 to the report and subject to any revisions following confirmation of any grant funding, should be approved for inclusion in the Capital Programme.

Chairman

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# Agenda Item 5



# CABINET 14 December 2016

| Subject Heading:                     | The Council's Financial Strategy   |
|--------------------------------------|--|
| Cabinet Member:                      | Cllr Roger Ramsey  |
| SLT Lead:                            | Deborah Middleton<br>Interim Chief Financial Officer   |
| Report Author and contact details:   | Mike Board<br>Corporate Finance & Strategy Manager<br>01708 432217<br>mike.board@onesource.co.uk   |
| Policy context:                      | The Council is required to approve an<br>annual budget and to establish a financial<br>strategy and this report forms the latest<br>phase of that process.                 |
| Financial summary:                   | This report sets out the latest projections<br>for the Council's medium term financial<br>strategy and provides an update on the<br>Local Government Financial Settlement. |
| Is this a Key Decision?              | No   |
| When should this matter be reviewed? | January 2017   |
| 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 [x] People will be safe, in their homes and in the community [x] Residents will be proud to live in Havering [x]

# SUMMARY

Cabinet received a report on 12<sup>th</sup> October 2016 setting out the potential funding gap in the Councils financial strategy over the next two years.

This report now updates the financial strategy and includes a range of proposed actions which are intended to bridge that gap. If agreed, these proposals will be integrated within the financial model as part of the Council Tax setting report to be considered by Cabinet in January 2017 and for approval by Council in February 2017.

The Chancellor of the Exchequer presented his Autumn Statement to the House of Commons on 23rd November 2016. The Chancellor confirmed that the Government remains committed to the spending plans introduced in 2015 although previous plans to produce a budget surplus for 2019/20 have been abandoned.

The Local Government Financial Settlement (LGFS) should have now been confirmed for the four-year period ending in 2019/20, and if possible a verbal update will be provided on the night of the cabinet meeting.

All proposals will be subject to the necessary level of consultation, before any final decisions are made.

RECOMMENDATIONS

Cabinet is asked to:

- 1. Note the Government's announcements affecting Local Government as set out in the Autumn Statement.
- 2. Note the latest projection of budget gap and the assumptions upon which these have been based and the risks associated with them.
- 3. Note the income generation proposals identified through the budget preparation process and that fully costed proposals will be included in the January report.
- 4. Note the latest projection of the draft Medium Term Financial Strategy (MTFS), covering the period from 2017/18 to 2018/19, as set out in this report.
- 5. Note the action plans being developed by the Senior Leadership Team (SLT) and of their importance in delivering a balanced MTFS.
- 6. Note the size and significance of the projected budgetary positon for 2019/20 to be included in the Council's draft MTFS.

- 7. Agree to receive a further report in January 2017 which considers the impact of the Local Government Financial Settlement on the MTFS and the implications for Council Tax setting, which will be referred onto the joint scrutiny board.
- 8. Note the advice of the Section 151 Officer in setting a robust budget.



# 1. UPDATING THE FINANCIAL STRATEGY

- 1.1 Cabinet are advised of a potential gap of £5.6m in the Council's financial strategy for the two-year period ending in 2018/19, before any potential council tax increases.
- 1.2 Cabinet are also advised of the potential funding gap of £14.3m in 2019/20 and of the associated pressures, before any potential council tax increases.
- 1.3 This report also considers the impact of budgetary pressures arising in 2016/17 and their implications for setting the revised three-year strategy.

# 2. **REVIEW OF 2016-17**

- 2.1 In establishing the starting point for the 2017/18 budget it is necessary to review the latest budget monitoring position for 2016/17 to determine whether the Council is on track to deliver its out-turn in line with budget.
- 2.2 The amended 2016/17 forecast outturn as reported for period 6 is set out in the table below. Movements in the revised budgets since the previous report are as a consequence of approved virements and grant funding allocations.

| Directorate                           | Revised<br>Budget |         |       |
|---------------------------------------|-------------------|---------|-------|
|                                       | £'000             | £'000   | £'000 |
| Public Health                         | 5,778             | 5,778   | 0     |
| Learning & Achievement                | 15,687            | 16,786  | 1,099 |
| Children's Services                   | 27,663            | 29,669  | 2,006 |
| Safeguarding - Quality &<br>Assurance | 1,673             | 1,773   | 100   |
| Housing Services                      | 1,769             | 2,785   | 1,016 |
| Adult Services                        | 49,019            | 50,667  | 1,648 |
| Mental Health                         | 2,908             | 2,982   | 74    |
| Neighbourhoods                        | 24,988            | 25,866  | 878   |
| oneSource Non-Shared                  | 1,156             | 1,097   | (59)  |
| Chief Operating Officer               | 28,451            | 28,177  | (274) |
| Sub total                             | 159,092           | 165,580 | 6,488 |
| Contingency                           | 1,159             | 1,159   | 0     |
| General Fund Revenue Total            | 160,251           | 166,739 | 6,488 |

- 2.3 The forecast out-turn variance for period 6 indicates an overspend on service budgets of £6.5 million. This represents a significant risk to the delivery of the Council's MTFS that will impact adversely on the Council's budget strategy for 2017/18 without corrective measures being taken.
- 2.4 In view of the impact of these additional financial pressures on both the current year budget position and the projected MTFS, the SLT have requested that action plans be developed by services with the objective of finding savings and income generation proposals which would enable them to return to a balanced budget position by the end of 2017/18.
- 2.5 The savings and income generation proposals to be achieved from implementing these action plans will not bridge the £6.5m gap in 2016/17, however it is planned to deliver the 2016/17 out-turn in line with budget by utilising corporate provisions and central contingency to meet the shortfall. The following table sets out how this will be achieved. The savings to be achieved from implementing the action plans will be included in the January report and will reduce the call on corporate provisions.

|                                     | £000's  |  |
|-------------------------------------|---------|--|
| Current Outturn Projection          | 6,488   |  |
| Action plans (in year 16/17 impact) | (1,469) |  |
| Release of Contingency              | (1,000) |  |
| Release of Corporate Provisions     | (4,019) |  |
| Net impact on Budget Outturn        | 0       |  |
|                                     | -       |  |

2.6 It is essential that the on-going pressures contributing towards this overspend are addressed by the end of 2017/18 to ensure that the Council's Financial Strategy remains on course. The MTFS as approved by Cabinet in February 2016 included planned reductions in corporate provisions and contingencies in 2017/18 and later years. Whilst this has alleviated some of the pressures faced by the Council in developing savings options in 2017/18 it does leave the Council with less scope to deal with unexpected pressures in future.

# 3. AUTUMN STATEMENT AND PROSPECTS FOR THE LOCAL GOVERNMENT FINANCIAL SETTLEMENT

# 3.1 Headlines

The Autumn Statement was announced on 23<sup>rd</sup> November. The main headlines affecting Local Government were as follows.

- Commitment to reduce public sector net borrowing to a surplus abandoned in this parliament
- Government is committed to the spending plans announced in 2015.
- New draft charter for budget responsibility
- £23bn of additional investment for key infrastructure

- £1.8bn of funding awarded to LEPs
- Extra Funding to boost housebuilding
- National Living wage increased from £7.20 to £7.50 from April 2017
- Government department spending control totals remain unchanged
- Funding for Adult Education to be devolved to London from 2019/20
- Announcement in regards to the New Homes Bonus will be released as part of Settlement.
- No announcements on additional social care funding, which represents a significant pressure for Councils.

# 3.2 Government Spending

The Chancellor has announced that the Government's plan to run a surplus by the end of parliament has been scrapped. As announced in the 2016 budget a surplus of £10.4bn was planned by 2019/20 however this has been revised to a deficit of £32.3bn. This has been mainly put down to the impact of leaving the EU which is forecast as costing £58.7bn over the next five years.

The Chancellor also announced a new draft charter for budget responsibility with three new rules:

- Borrowing should be below 2% by the end of this Parliament;
- Public sector net debt as a share of GDP must be falling by the end of this Parliament;
- Welfare spending must be within a cap, set by the government at AS 2016 and monitored by the Office for Budget Responsibility (OBR).

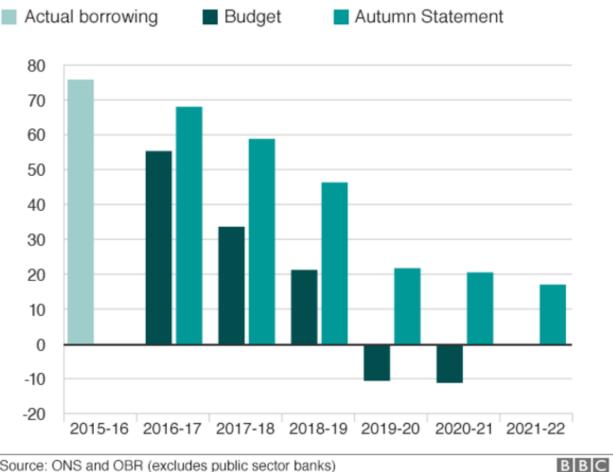
With the level of productivity in the UK lower than its European neighbours additional investment was announced called the National Productivity Investment Fund which will provide £23bn of spending between 2017/18 and 2021/22. This will target the following objectives;

- Accelerate Housing Supply
- Tackle Congestion on the Roads
- Support the roll out of fibre connections and future 5g communications
- Enhance the UK's position as a world leader in science and innovation.

# 3.3 Economic Forecast

Below shows the revision to the borrowing forecast from the Autumn Statement. As a consequence of the decision to leave the European Union, the Office for Budget Responsibility has forecast that the surplus by the end of the parliament is no longer achievable. As a consequence the chancellor announced that the move to running a surplus should be done by the earliest opportunity in the next parliament.





Source: ONS and OBR (excludes public sector banks)

#### 3.4 **Other Announcements**

#### **Business Rates**

Further announcements were made in regards to additional relief from 2017. These include 100% on investment in full fibre infrastructure and rural relief. Additional announcements in regards to the transitional arrangements for business rates which will spread the cost / reduction of rates bill over 4 years.

# Regions

The Government announced that it will award £1.8bn to Local Enterprise Partnerships across England through a third round of growth deal of which £492m is expected to be allocated to London and the South East.

# Housing

A Housing Infrastructure Fund – a new Housing Infrastructure Fund of £2.3bn by 2020-21, funded by the National Productivity Investment Fund (NPIF) and allocated to local government on a competitive basis. It is intended that this will deliver up to 100.000 new homes.

Affordable homes – the government will relax restrictions on grant funding to allow providers to deliver a mix of homes for affordable rent and low cost ownership. The NPIF will provide an additional £1.4bn to deliver an additional 40,000 housing starts by 2020-21.

Right to Buy – The government will fund a large-scale regional pilot of the Right-to-Buy for housing association tenants. Over 3,000 tenants will be able to buy their own home with Right-to-Buy discounts under the pilot.

## Other Measures

The government will increase the National Living Wage (NLW) by 4.2% from £7.20 to £7.50 from April 2017.

The tax free allowance will increase to  $\pounds$ 11,500 from April 2017 and will then increase to  $\pounds$ 12,500 as planned by the end of the Parliament. Beyond 2020, it will then rise in line with inflation.

The higher rate income tax threshold will rise to £50,000 by the end of the Parliament.

Employee and employer National Insurance thresholds will be equalised at £157 per week from April 2017.

# 4. BUDGET STRATEGY

- 4.1 The MTFS as approved at Cabinet in February 2016 (and updated at the meeting held in October 2016) indicated that a budget shortfall would arise in 2017/18 and 2018/19 and that further action would be required to balance the budget in each of those years.
- 4.2 The model has once again been updated to reflect the latest estimate of known pressures facing the Council. Based upon the current financial position as set out in paragraph 2 it is reasonable to assume that the 2016/17 out-turn will be delivered in line with budget.
- 4.3 It is also assumed that any transitional costs arising from the implementation of the action plans referred to in paragraph 2.5 will be met from the strategic reserve and that the plans will be fully implemented and delivered by the end of 2017/18.
- 4.4 The latest position on the financial model is unchanged from that reported to Cabinet in October:

|   | 17/18 | 18/19 | Total |
|---|-------|-------|-------|
|   | £'m   | £'m   | £'m   |
| Budget Gap as reported to Council<br>October 2016 before any assumed Council<br>tax increased | 3.350 | 2.250 | 5.600 |

4.5 Cabinet will note that there is a residual gap before council tax of £5.6m over the two-year period ending 2018/19. Further updates on assumptions,

including positions from levying bodies, will be included in the January report along with proposals for bridging any further gap.

4.6 A number of options developed during the budget setting Star Chamber process were incorporated into the financial model as reported to Cabinet in October. These options are set out in the table below although they are still subject to further review and fully costed details will be included in the January report to Cabinet. These options are focussed on raising additional income and cost recovery arrangements rather than cutting valuable public services.

| Lead Officer                  | Subject                                   | 17/18<br>£000's | 18/19<br>£000's |
|-------------------------------|---|-----------------|-----------------|
| Dir of<br>Neighbour-<br>hoods | On Street Parking                         | 250             |                 |
| Dir of<br>Neighbour-<br>hoods | Business Vehicles Charging                |                 | 500             |
| Dir of<br>Neighbour-<br>hoods | Full Cost Recovery on other service costs | 250             |                 |
| Chief<br>Operating<br>Officer | Leisure contract additional income        | 150             | 250             |
| Chief<br>Operating<br>Officer | Commercial Income                         | 108             | 104             |
|                               | Total                                     | 758             | 854             |

# 5 Four Year Financial Settlement

5.1 The Council's application for a four-year financial settlement has now been approved by DCLG. As previously reported to Council and Cabinet the allocations included 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 |
|-------------------------------------|---------|---------|---------|---------|
|                                     | £'m     | £'m     | £'m     | £'m     |
| Business Rate Baseline (BRB)        | 22.164  | 22.600  | 23.267  | 24.011  |
| Top-Up Funding                      | 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  |

- 5.2 The budget strategy as discussed in paragraph 4 has so far focussed on the period up to 2018/19. The impact of these reductions has been factored into the financial model for the three-year period ending 2018/19. Given the certainty of grant reductions over the four-year cycle officers have extended the financial model up to the year ending 2019/20.
- 5.3 It is expected that significant financial pressures will be faced by the Council by 2019/20 although the precise impact is difficult to measure at this stage. In addition to the reduction in the financial settlement outlined in paragraph 5.1 it is anticipated that the Council will face further demographic growth pressures for Adults and Children's Social care and Housing services in particular. Taking these issues together a budgetary shortfall in the region of £14.3 million is expected to materialise in 2019/20 unless corrective steps are taken.
- 5.4 The financial strategy as discussed in paragraph 4 should enable the Council to deliver a balanced budget for 2017/18 and 2018/19. However, the projected budget gap for 2019/20 represents a major financial challenge. Given the lead in time required to identify and implement further savings or income generation proposals, it is recommended that a process be established during 2017.

# 6. IMPLICATIONS FOR COUNCIL TAX

- 6.1 The current financial strategy set out at paragraph 4 would require an increase of at least 1% in Council Tax for 2017/18 (in addition to the 2% Social Care precept). The alternative to this approach is to identify further cost reductions or income generation proposals. However, the final decision on the level of Council Tax for 2017/18 will be made as part of the budget setting report in February 2017.
- 6.2 In considering the level of Council Tax increase, Cabinet should be aware that a reduction in Council Tax levels in 2017/18 below a 1% will require additional savings in each year thereafter as it will reduce the level of Council Tax base assumed in the financial model.
- 6.3 Conversely by increasing Council Tax to a level above 1% would generate additional income and reduce the level savings required. However, Cabinet are

also reminded that each year the Government sets a level of increase above which approval is required by way of a public referendum. The level was set at 2% or higher in 2016/17. We await confirmation of the level that applies to 2017/18. To date no authority has successfully increased Council Tax by way of a referendum.

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

# 7. ALTERNATIVE BUDGET PROPOSALS

7.1 No alternative budget proposals, that would have required full statutory public consultation for implementation in April 2017, were put forward for consideration prior to the 10<sup>th</sup> November deadline.

# 8. CONSULTATION

- 8.1 Unlike previous years, there are no items within the savings proposals that require a level of statutory consultation, just the normal budget engagement process. Public engagement on the budget will take place via on line and via press releases and through the use of the Council's magazine "Living".
- 8.4 Depending on the final Local Government Finance Settlement, and given the need to close the remaining budget gap should any of the proposals be rejected, alternative proposals will need to be put forward. These proposals will also need to be the subject of a robust review process, including, where appropriate equalities impact assessments. A public consultation exercise may also be required where significant service delivery issues arise.

# 9. BUDGET ROBUSTNESS

- 9.1 Cabinet are reminded of the requirements for setting a robust budget. The Council is required to set a balanced budget, taking into account a range of factors, including appropriate consultation and equality impact assessments. A key factor is to ensure that Cabinet are made aware of the advice of the Council's Chief Finance Officer (CFO) in making decisions relating to the Council's budget.
- 9.2 The Local Government Act 2003 sets out requirements in respect of Financial Administration, and in particular to the robustness of the budget and the adequacy of General Fund reserves. The Act requires the CFO to report to an authority when it is making the statutory calculations required to determine its Council tax or precept. The Act also suggests the advice should be given prior to the formal statutory calculation. This advice has therefore been given to both Cabinet in formulating proposals and to Members of Overview and Scrutiny in considering the proposals, as part of previous budget setting cycles.

9.3 The advice of the CFO was set out at some length in the report to Cabinet in February 2016, in Appendix H of that report. Cabinet is asked to be mindful of this advice in reviewing proposals as they are brought forward for consideration during the budget development process when these are subsequently scrutinised by the Joint Scrutiny Board, and in then considering any alternative proposals. In particular, the need to set a balanced budget within the context of a medium term financial strategy is a prime responsibility for the CFO.

REASONS AND OPTIONS

## Reasons for the decision:

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

# Other options considered:

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

**IMPLICATIONS AND RISKS** 

# Financial implications and risks:

The Council's budget setting process should enable the Council to properly consider the financial implications and risks associated with the delivery of it's MTFS. The four year financial settlement has provided a level of clarity over grant funding that will greatly assist in the financial planning process. However, there are continuing risks associated with the delivery of the significant savings proposals agreed as part of the 2017/18 budget setting process and with the potential size of the budget gap over the full four year cycle. The steps already taken by the Council should support the delivery of a balanced budget in 2016/17 although further action will need to be taken in 2018/19 and 2019/20 to balance the MTFS.

There are considerable risks in the medium to longer term, with the continuing economic uncertainty as well as the uncertainties associated with the reform of Business Rates and Fairer Funding Review. The Council therefore needs to maintain a prudent approach over its financial management and the budget setting process and needs to be prepared to adapt its plan in the face of further pressures.

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

# Legal implications and risks:

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

## Human Resources implications and risks:

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

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

# Equalities implications and risks:

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

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

Where proposals affect staff, service users, or indeed the wider population, they will need to be thoroughly analysed for disproportionate negative impact, with mitigating actions identified to minimise any negative impact. All proposals will be subject to consultation with Councillors, staff, service users and the general public as appropriate before any final decisions are made. Where appropriate Equality Impact Assessment will also be provided at the point that decisions are made.

# Other Risks:

There are no particular other risks arising, other than a very short timescale to properly analyse the LGFS announcements whenever they eventually occur. This is

being planned for but much of the detail will have to await the final announcements and publication.

# **BACKGROUND PAPERS**

There are none.

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Agenda Item 6



| CABINET<br>14 December 2016          |  |
|--------------------------------------|--|
| Subject Heading:                     | Customer Experience Strategy   |
| Cabinet Members:                     | Cllr Clarence Barrett (Transformation)   |
|                                      | Cllr Melvin Wallace (Customer<br>Services)   |
| CMT Lead:                            | Sarah Homer, Chief Operating Officer   |
| Report Author and contact details:   | Gill Connolly<br><u>gill.connolly@havering.gov.uk</u><br>01708 431129  |
| Policy context:                      | A Customer Experience Strategy will be<br>an overarching strategy for the Council<br>supporting the delivery of improvement<br>across services.  |
| Financial summary:                   | When the Customer Experience<br>Strategy is approved an improvement<br>plan will be developed to deliver the<br>changes required. This plan will have<br>financial implications and if above the<br>threshold will come to Cabinet as a Key<br>Decision. |
| Is this a Key Decision?              | (c) Significant effect on two or more<br>Wards   |
| When should this matter be reviewed? | The Customer Experience performance<br>dashboard that will be developed for<br>the strategy will be included in the<br>Council's performance monitoring<br>framework.  |
| 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 | Х |
|--|---|
| People will be safe, in their homes and in the community     | х |
| Residents will be proud to live in Havering                  | Х |

Havering is changing. Over the next 6 years new infrastructure such as Crossrail will arrive, social change such as an increasing population and welfare reform will continue, along with reductions in local government funding that will change the way the Council functions. The Council needs to adapt to these external challenges and create new and improved ways of supporting and delivering services.

We want to improve how we work with customers. However our services are accessed, this strategy sets out how we will improve to create a *positive customer experience*.

RECOMMENDATIONS

That Cabinet approve the Customer Experience Strategy.

1. REPORT DETAIL

- 1.1 Havering is changing. Over the next 6 years new infrastructure such as Crossrail will arrive, social change such as an increasing population and welfare reform will continue, along with reductions in local government funding that will change the way the Council functions. The Council needs to adapt to these external challenges and create new and improved ways of supporting and delivering services and a new vision for Havering is being developed. There is likely to be increased demand for our services as a result, at a time when Council budgets are diminishing. We must prepare for this rising demand and make sure that we always get things right first time. We need to make sure that our services are efficiently delivered and our processes are streamlined.
- 1.2 We want a two-way relationship with our customers, to work together to create the best services possible and then deliver what is needed as efficiently as possible. This strategy refers not only to those customers who are our residents, but also, Members, businesses, partners and our internal customers. This strategy is about all our customers, regardless of which service they use and will apply to all our partners, providers, shared services and contracts.
- 1.3 We want to be proactive about making improvements both with and for our customers. The Council's financial challenges mean that we must continue to drive efficiencies through lower cost channels. We want to provide digital services so good that customers prefer to use them rather than 'switching off' other ways of accessing services to force channel shift, we will encourage customers to change. We also know that when we don't get it right first time we create repeat requests, failure demand and customer frustration. We will work closely with all services to reduce this, creating a better and more cost efficient service. We will also make sure that we

signpost people effectively to the right agency or organisation when they are better able to help.

- 1.4 We will aim to create a positive customer experience. We want customers to:
  - be able to access the right information to help themselves;
  - be able to access the right service at the right time;
  - see services improve as a result of their feedback;
  - have digital services so good that they prefer to use them; and
  - be confident that payments are safe and reliable.
- 1.5 Design principles are used as the framework for service improvement. The Customer Experience Strategy states that the Council must work with customers to create:
  - An understanding of our customers their needs, experiences and preferences both now and into the future;
  - Easy access to transparent information, advice and guidance and a proactive approach to using information;
  - Continuously improving services;
  - A trusting relationship;
  - Less bureaucracy;
  - An environment where you tell us only once;
  - Safe secure payment processes which meet industry standards; and
  - Reduced debt by increasing online and direct debit payments and encouraging advance payments
- 1.6 The Council currently has no single source of information about customer contact and this is something we want to change. We do know that between July 2015 and July 2016 there were 1.2 million visits to the website (equating to approximately 5,000 visitors), 391,000 telephone calls, 59,000 online transactions and 100,000 visits to the Public Advice and Services Centre (PASC) and the housing advice centre at Chippenham Road.
- 1.7 Customers access council services through many routes:
  - 10 different websites, in addition to the core council website <u>www.havering.gov.uk</u>.
  - 17 published phone numbers for residents to contact the council and three formal contact centres the council wide team; Adults Social Care Front Door and Early Years/Children's Information Service. Out of hours services could be improved.
  - Online forms and at least 10 different email addresses. Emails are then often cut and pasted or manually keyed into other systems so they can be tracked and sometimes to generate an order for work.
  - 18 separate social media accounts across Twitter, Facebook, you tube and Instagram.
  - 15 main locations for customers to get access to information and services:

- The Public Advice and Services Centre (PASC) in the Liberty Shopping centre in Romford. This location also includes a cash desk.
- Town Hall
- Registrars at Langton's Stable Block
- > My Place
- > Chippenham Road Housing office at Harold Hill
- > 10 Libraries across the borough (limited opening hours)
- 1.8 There are many ways customers pay fees and charges. The complexity of the current arrangements adds cost to the processing of payments and increases the points of failure that can lead to delays in payments reaching accounts. Current payment performance information cannot be consistently collected. What the Council does know is that there are some 1.8 million transactions per year with the majority through direct debit. We also have a large number of other payments methods in use such as Allpay, cash and cheques (directly and through banks). Some of these payment methods are expensive and some are less secure.
- 1.9 To create a positive customer experience the Council needs to reduce the complexity of the payment methods and make it clearer how to pay in the most efficient way. This will also ensure that accounts are updated in a timely manner. We will aim to increase Direct Debit and self-service and reduce Council debt.
- 1.10 The most up to date data shows that 89% of Havering residents have accessed the internet. There is relatively high access to technology with 94% of residents in Greater London having a smart phone and 84% a PC or laptop. Free computers and Wi-Fi is available in libraries too. A recent digital inclusion mapping exercise developed by Go ON UK Digital Exclusion shows that the public in Havering is more digitally inclined compared to other parts of London and the UK. Although this is very encouraging if we are to achieve our aim of ensuring a 'positive customer experience' for all, then we also need to:
  - support those who want to develop online skills ('techy teas' in libraries is one such scheme that has been popular) or
  - provide access via more traditional channels.
- 1.11 Once the strategy is approved an improvement plan will be developed. The first phase will concentrate on streamlining transactional activity such as Housing Benefits Change in Circumstances, the green waste renewal process, improvements to blue badge allocation and making applying for a parking permit easier. Longer-term work will focus on reducing demand and supporting people to become more independent. We will track the improvements made so we can feedback to customers.
- 1.12 We intend to continuously improve our services focusing on:
  - How we view and interact with customers including culture change;
  - What information and intelligence we have about and from customers;
  - How we reconfigure services to achieve a great customer experience;
  - How we make the best use of technology to improve the customer experience;
  - How we create the environment for customers to apply, report and pay easily;

- How to track progress easily; and
- Supporting the most vulnerable, proportionately and appropriately.
- 1.13 As well as service improvements we will continue to improve the Council's website and how we digitally connect the customer to services, how we receive payments, how we make sure that customers can track progress, telephony improvements as well as changes to face to face contact. We will also focus on culture change across our workforce.
- 1.14 Some of the changes that customers might see are outlined in the table below:

| Objective and/or Design<br>Principle |   | What service change might result   |
|--------------------------------------|---|--|
| •                                    | Be able to access the right<br>information to help themselves<br>and<br>Have digital services so good<br>that they prefer to use them<br>Easy access to transparent<br>information, advice and<br>guidance and a proactive<br>approach to using information | We should anticipate what customers want to<br>know and create answers online. These<br>frequently asked questions and answers can<br>then be accessed 24/7. There should be no<br>need for the majority of customers to ring us or<br>come and see us.  |
| •                                    | Be able to access the right service at the right time   | If it is a relatively straightforward request for a service the customer should be able to receive the service directly via the website (and 24/7). Early examples will include blue badge applications, parking permits, Housing Benefits change in circumstances notifications and green waste renewals. We will also have a good understanding of the more complex needs of our vulnerable customers and support them proactively to become as independent as possible. |
| •                                    | See services improve as a<br>result of customer feedback<br>Less bureaucracy<br>An understanding of our<br>customers – their needs,<br>experiences and preferences<br>both now and into the future  | We will more closely monitor customer<br>feedback (requests for service, repeat requests<br>due to lack of delivery, compliments and<br>complaints). Using this information we will<br>identify opportunities to make improvements<br>(an example would be green waste renewals)<br>and ways of preventing customers having to<br>ask twice (an example would be a missed bin).<br>We will feedback what improvement has been<br>made.                                     |
| •                                    | Be confident that payments are safe and reliable  | Easy ways of making payments, with a move towards more online payments and Direct Debit.   |
| •                                    | An environment where you tell<br>us only once<br>A trusting relationship  | Important customer information can be<br>provided for us once and used many times.<br>This would mean that we stop asking<br>customers repeatedly to verify their information.<br>In the future we should be able to provide some<br>services without customers needing to apply at  |

| all. An early example will be the reduction in verification needed for Housing Benefits change in circumstances notifications. |  |
|--|--|
|--|--|

1.15 This strategy will also underpin the future design of our services and the delivery of the Medium Term Financial Plan. The customer and their experience will be the focus and drive for streamlining and simplifying our processes. This will increase customer satisfaction and reduce cost.

**REASONS AND OPTIONS** 

#### Reasons for the decision:

The Council is serious about creating a positive customer experience and having a strategy demonstrates that intent. An overarching strategy will create direction and expectations for all future service improvement work. This will ensure that customer improvements are proactively undertaken and cross cutting across the organisation. Delivery of the strategy will allow customers to self-serve and create easier access. A move to more digital provision (when appropriate) will deliver efficiencies for the Council.

## Other options considered:

Without an overarching strategy council services could make improvements but this would be on an ad-hoc basis. These may not be effectively joined up in the best interests of the customer or as efficiently and effectively implemented. Having an overarching strategy creates a model that can be delivered across the council and with all services, partners and contractors.

IMPLICATIONS AND RISKS

**Financial implications and risks:** The strategy sets the overarching direction and a commitment to make improvements. There are no financial implications associated with the approval of the strategy. There will be changes needed and costs associated with that work. Once the improvement work has been determined and costed it will be reported through the required decision-making delegation route.

**Legal implications and risks:** There are no legal implications for the approval of the strategy. If future improvement work is so significant that it does warrant a Key Decision then specific reports will be produced.

**Human Resources implications and risks:** There are no staffing implications associated with approval of the strategy. All future improvement work will be managed appropriately from a human resources point of view.

**Equalities implications and risks:** There is no significant impact upon any of the 'protected characteristics'.

Not applicable

BACKGROUND PAPERS



## Equality Impact Assessment (EIA)

## **Document control**

| Title of activity:         | Customer Experience Strategy 2016 – 2022 |  |
|----------------------------|--|--|
| Type of activity:          | Strategy                                 |  |
| Lead officer:              | Gill Connolly, Customer Transformation   |  |
| Approved by:               | Sarah Homer, Chief Operating Officer     |  |
| Date completed:            | November 2016                            |  |
| Scheduled date for review: | December 2017                            |  |

| 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.

## About your activity

| 1  | Title of activity  | Customer Experience Strategy 2016-2022   |
|----|--|--|
| 2  | Type of activity   | Strategy   |
| 3  | Scope of activity  | The customer experience strategy sets out a new way of<br>engaging with customers. We want a two-way<br>relationship with our customers. To work together to<br>create the best services possible and then deliver what is<br>needed as efficiently as possible. |
| 4a | Is the activity new or changing?   | Yes  |
| 4b | Is the activity likely to<br>have an impact on<br>individuals or groups? | Yes  |
| 5  | If you answered yes:   | Please complete the EIA on the next page.  |
| 6  | If you answered no:  | N/A  |

| Completed by: | Kayleigh Walker, Policy and Performance Business Partner<br>(Environment and COO) and Gill Connolly, Customer<br>Transformation |  |
|---------------|---|--|
| Date:         | November 2016   |  |

## 2. Equality Impact Assessment

## Background/context:

The Customer Experience Strategy will set out a new approach that is aligned to the organisation's vision, will improve service delivery, will meet changing demand, simplify access to services and create digital service so good that people prefer to use them.

## Approach

This initial EIA sets out some of the overarching principles and possible impacts when Cabinet approve the strategy. This EIA will support Members decision-making as part of the Cabinet sign-off process. In the future, when there are major service changes require to implement the strategy further, more specific EIAs will be produced.

We want a two-way relationship with our customers, to work together to create the best services possible and then deliver what is needed as efficiently as possible.

1.4 We will aim to create a positive customer experience. We want customers to:

- be able to access the right information to help themselves;
- be able to access the right service at the right time;
- see services improve as a result of their feedback;
- have digital services so good that they prefer to use them; and
- be confident that payments are safe and reliable.

1.5 Design principles are the framework for future service improvement. The Customer Experience Strategy states that the Council must work with customers to create:

- An understanding of our customers their needs, experiences and preferences both now and into the future;
- Easy access to transparent information, advice and guidance and a proactive approach to using information;
- Continuously improving services;
- A trusting relationship;
- Less bureaucracy;
- An environment where you tell us only once;
- An ongoing safe secure payment process which meets industry standards; and
- Reduce debt by increasing online and direct debit payments and encouraging advance payments

Existing customer intelligence will be used to create delivery 'success measures' so that progress can be monitored.

| Age: Consider the full range of age groups |   |  |  |
|--|---|--|--|
| Please tick (<br>the relevant k            |   | Overall impact:  |  |
| Positive                                   |   | The Customer Experience Strategy has found that the demand for face-to-face services isn't driven by age and many of our older   |  |
| Neutral                                    | ~ | population are digitally 'savvy'. Improvements in online, phone and face-to-face services will benefit the residents across the age ranges.  |  |
|  |   | 18.5% of the Havering population are over 65 which suggests a medium risk of digital exclusion and so less likely to use a website. However, the proposals for a digital inclusion campaign, alongside the drive to improve phone access and to maintain face to face access mitigate this risk.   |  |
| Negative                                   |   | <ul> <li>Havering has an aging population, but also an increasing number of children. The largest increases are projected to occur in children (0-17 years) and older people (65 years and above) up to 2031.</li> <li>The changing age profile of the borough will mean increased pressure on Council services, particularly Children's Services, Adult Services, Public Health and Housing. How and where these services are provided will need to be considered in the Customer Experience</li> </ul> |  |
|  |   | Strategy.  |  |

## Evidence:

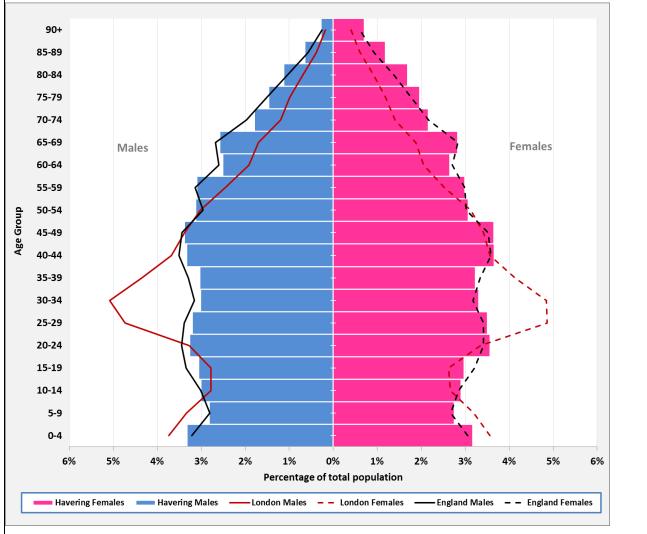
Havering has the oldest population in London with a median age of 40 years, as recorded in the 2011 census. The table below shows the breakdown of current (mid-2015) population by gender and five-year age bands and the population pyramid compares the population figures for Havering with London and England by five-year age bands. The population pyramid also shows a much older age structure for the population of Havering compared to London but similar to England.

## Estimated population of residents in Havering by gender and five-year age group

| AGE BAND<br>(YEARS) | MALE   | FEMALE | PERSONS |
|---------------------|--------|--------|---------|
| 0-4                 | 8,273  | 7, 893 | 16, 166 |
| 5-9                 | 7,720  | 7,450  | 15, 170 |
| 10-14               | 7,021  | 6, 863 | 13, 884 |
| 15-19               | 7, 485 | 7,244  | 14, 729 |
| 20-24               | 7,616  | 7,414  | 15, 030 |
| 25-29               | 8,119  | 8,877  | 16, 996 |
| 30-34               | 7,974  | 8,734  | 16, 708 |
| 35-39               | 7, 504 | 8,247  | 15, 751 |
| 40-44               | 7, 554 | 8,040  | 15, 594 |
| 45-49               | 8,297  | 9,108  | 17, 405 |

| All Ages | 119,636 | 129, 449 | 249, 085 |
|----------|---------|----------|----------|
| 90+      | 687     | 1,763    | 2,450    |
| 85-89    | 1,608   | 2,946    | 4, 554   |
| 80-84    | 2, 791  | 4,209    | 7,000    |
| 75-79    | 3,654   | 4,892    | 8, 546   |
| 70-74    | 4,460   | 5, 377   | 9, 837   |
| 65-69    | 6, 423  | 7,049    | 13, 472  |
| 60-64    | 6,248   | 6,602    | 12, 850  |
| 55-59    | 7, 779  | 7,647    | 15, 426  |
| 50-54    | 8, 423  | 9,094    | 17, 517  |

## Population Pyramid for Havering 2015



18.5% of adults in Havering are over 65. Being older than 65 contributes to the likelihood of an individual being offline and lacking Basic Digital Skills (<u>Digital Exclusion Heatmap</u> <u>from Dot everyone</u>)

## Sources used:

Mid-year population estimates 2015; Office for National Statistics (ONS). Table and population pyramid produced by LBH Public Health Intelligence.

Source: Mid-year population estimates, Office for National Statistics licensed under the Open Government Licence v.3.0.

| <b>Disability:</b> Consider the full range of disabilities; including physical mental, sensory and progressive conditions |      |   |  |  |
|---|------|---|--|--|
| Please tick (   | /    | Overall impact:   |  |  |
| the relevant l  | 00X: | The customer experience strategy proposals will improve the quality of  |  |  |
| Positive  |      | the website, phone and face to face service provision for residents with  |  |  |
| Neutral   | ~    | disabilities.   |  |  |
| Negative  |      | Recent studies by 'Dot Everyone' does suggest that people living with<br>disabilities or long term illness are at higher risk of digital exclusion<br>both by increasing the risk of being offline and lacking the basic digital<br>skills. This risk will be mitigated by the digital inclusion project.<br>Future work on the location of face to face services will need to ensure<br>that any locations are accessible. |  |  |

#### Evidence:

According to the latest ONS Annual Population Survey (Jan 2014-Dec 2014), 18% of working age people living in Havering have disclosed that they have a disability or long term illness. This is a similar proportion to England (19%).

Health data shows the percentage of the adult population who have a long-term illness or disability. Illness and disability contribute significantly to the likelihood of an individual being offline and lacking Basic Digital Skills. Source: Disability and self-reported health, Census 2011, Office for National Statistics.

The estimated number of people in Havering aged 18-64 living with moderate physical disabilities was 11,459 in 2014 –a rate of 7,788 per 100,000 population aged 18-64 years. This rate is one of the highest among London local authorities. It is statistically similar to England but significantly higher than the London average.

Furthermore, 3,380 adults (aged 18-64 years) were estimated to be living with serious physical disabilities in Havering in 2014. The estimated rate of serious physical disabilities in Havering (2,297per 100,000 population aged 18-64 years) is similar to England but significantly higher than London average and one of the highest rates of London local authorities.

About 809 adults (aged 18-64 years) are estimated to be living with moderate or severe learning disabilities in Havering in 2014 and hence likely to be in receipt of health and social care services. The 2014 estimated rate of moderate or severe learning disabilities in Havering (334 per 100,000 persons aged 18-64 years) is significantly lower than London but similar to England. Havering is estimated to have the lowest rate of moderate

or severe learning disabilities among London local authorities.

Based on 2011 Census data (see tables below), 8.2% of the Havering residents have a long term heath problem or disability (day to day activities limited a lot) and further 9% have a long term heath problem or disability (day to day activities limited a little).

Wards with the a highest percentage of residents with a long term heath problem or disability (day to day activities limited a lot) include Gooshays, St Andrews and Elm Park. In terms of those who have a long term health problem or disability (day to day activities limited a little), wards with the highest percentage include Elm Park, Harold Wood and Gooshays.

| Ward             | Day-to-Day<br>Activities<br>Limited a Lot |            |              |
|------------------|---|------------|--------------|
|                  | 0   | Ward total | LLTI Borough |
|                  | Count                                     | percentage | percentage   |
| Harold Wood      | 1067                                      | 8.43       | 5.48         |
| Mawneys          | 1092                                      | 8.46       | 5.61         |
| South Hornchurch | 1164                                      | 8.59       | 5.98         |
| Squirrel's Heath | 854                                       | 6.47       | 4.39         |
| Elm Park         | 1093                                      | 8.77       | 5.61         |
| Upminster        | 923                                       | 7.19       | 4.74         |
| Gooshays         | 1529                                      | 10.41      | 7.85         |
| Romford Town     | 1193                                      | 7.49       | 6.13         |
| St Andrew's      | 1183                                      | 8.87       | 6.08         |
| Rainham and      |   |            |              |
| Wennington       | 982                                       | 7.87       | 5.04         |
| Havering         | 19466 (8.2%)                              |            |              |

## Ward data

| Ward             | Day-to-Day<br>Activities<br>Limited a Little |            |              |
|------------------|--|------------|--------------|
|                  |  | Ward total | LLTI Borough |
|                  | Count  | percentage | percentage   |
| Harold Wood      | 1207   | 9.54       | 5.62         |
| Mawneys          | 1199   | 9.28       | 5.58         |
| South Hornchurch | 1236   | 9.13       | 5.75         |
| Squirrel's Heath | 995  | 7.54       | 4.63         |
| Elm Park         | 1256   | 10.08      | 5.85         |
| Upminster        | 1169   | 9.11       | 5.44         |
| Gooshays         | 1399   | 9.52       | 6.51         |
| Romford Town     | 1281   | 8.05       | 5.96         |
| St Andrew's      | 1245   | 9.34       | 5.8          |
| Rainham and      |  |            |              |
| Wennington       | 1079   | 8.64       | 5.02         |
| Havering         | 21478 (9%)                                   |            |              |

## Sources used:

## Annual Population Survey, ONS, 2015 Source: 2011 Census Disability and self-reported health, Census 2011, Office for National Statistics.

| Sex/gender: Consider both men and women |      |   |  |
|---|------|---|--|
| Please tick (                           | ,    | Overall impact:   |  |
| the relevant k                          | box: |   |  |
| Positive                                | ~    | The proposals to improve the quality of access by online, phone and face to face will benefit residents irrespective of their gender.     |  |
| Neutral                                 |      | Whilst there are more females than males in Havering, it is not thought   |  |
| Negative                                |      | sex is a key consideration for the Customer Experience Strategy;<br>proposals are unlikely to have an adverse impact on males or females. |  |

#### Evidence:

There are slightly more females than males in the Havering, and more females than males when compared to London and England.

#### Total population by gender

|                         | Havering             | London                  | England                 |
|-------------------------|----------------------|-------------------------|-------------------------|
| Total population        | 249,085              | 8,664,953               | 54,501,221              |
| Total female population | 129,449 <b>(52%)</b> | 4,360,300 ( <b>50%)</b> | 27,613,725 <b>(51%)</b> |
| Total male population   | 119,636 <b>(48%)</b> | 4,304,653 <b>(50%)</b>  | 26,887,496 <b>(49%)</b> |

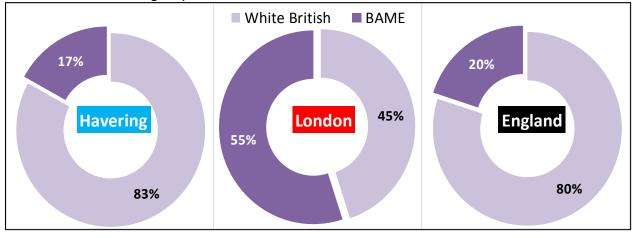
## Sources used:

Mid-year population estimates 2015; Office for National Statistics (ONS).

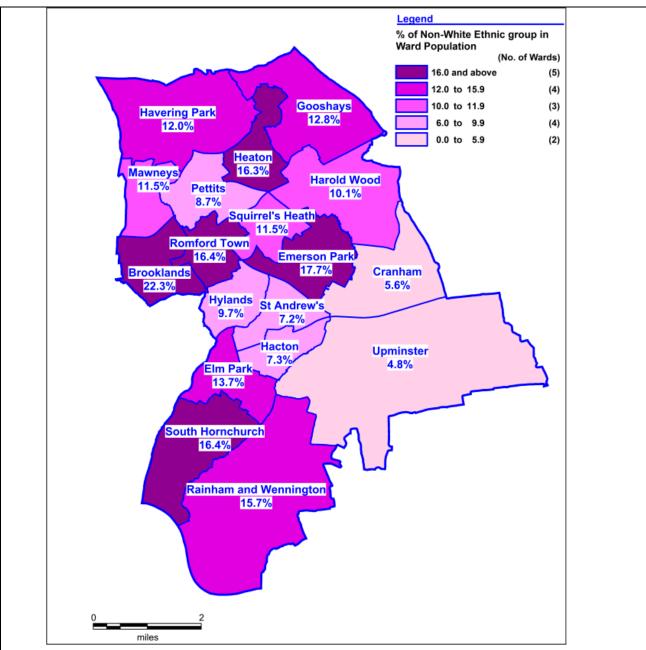
| Ethnicity/rac  | Ethnicity/race: Consider the impact on different ethnic groups and nationalities |   |  |
|----------------|--|---|--|
| Please tick (  | v)   | Overall impact:   |  |
| the relevant l | box:   |   |  |
| Positive       |  | Whilst Havering is more ethnically homogenous than other London borough's and England as a whole, there is an upwards trajectory, with  |  |
| Neutral        | ~  | the borough projected to become increasingly ethnically diverse in the future. This diversity creates cultural differences and so the Council   |  |
| Negative       |  | needs to be mindful about future service change that might impact<br>either positively or negatively. It is likely that the proposals to improve<br>the quality of access by online, phone and face to face will benefit<br>residents irrespective of their cultural heritage but any significant<br>service change will require a more detailed Equality Impact<br>Assessment at the appropriate time.<br>One further consideration may also be language, which will also need<br>to be considered when making recommendations around channel shift. |  |

## Evidence:

Havering is one of the most ethnically homogenous places in London, with 83% of its residents recorded as White British in the 2011 census, higher than both London and England, as the diagram below illustrates. This does mean that 17% of the population is from different ethnic groups and nationalities.



The map below presents the distribution of non-white population across Havering wards. Brooklands, Emerson Park, Romford Town and South Hornchurch are the wards with the highest proportion of non - white categories.



The GLA produce estimates of population change by ethnicity. The white population is projected to decrease from 85% (in 2015) to 79% (in 2030) of the population. It is projected that the Black, Asian and Minority Ethnic population (BAME) will increase from 15% in 2015 to 21% in 3030.

Breakdown of Havering population classed as BAME

|                 | 2015 | 2030 |
|-----------------|------|------|
| Black Caribbean | 1.4  | 1.7  |
| Black African   | 3.8  | 5.2  |
| Black Other     | 2    | 3.2  |
| Indian          | 2.7  | 3.9  |
| Pakistani       | 0.8  | 1.3  |
| Bangladeshi     | 0.6  | 1.2  |
| Chinese         | 0.6  | 0.7  |
| Other Asian     | 1.9  | 2.5  |
| Other           | 1.2  | 1.5  |

## Sources used:

Census, 2011, ONS

Strategic Housing Land Availability Assessment (SHLAA)-Based Ethnic Group Projections, 2014, Data Source: Greater London Authority (GLA)

| Religion/fait  | h: Co | nsider people from different religions or beliefs including those with no religion  |
|----------------|-------|---|
| Please tick (  | ,     | Overall impact:   |
| the relevant k | box:  |   |
| Positive       |       | As illustrated through the data below, there has been an increase in the number of people of all religions apart from Buddhists for which there |
| Neutral        | ~     | was no increase, and Christians which actually saw a small decrease.<br>This also reflects the increasing ethnic diversity of the borough's     |
| Negative       |       | residents.<br>There are no impacts based on faith.  |

#### Evidence:

The table below compares the Religion of borough's residents from 2011 to 2014.

|                     | 2011<br>(Census, 2011) | 2014<br>(Annual Population<br>Survey 2014) | % increase/decrease   |
|---------------------|------------------------|--|---|
| All religions       | 100.0                  | 100.0                                      | N/A   |
| Christian           | 65.6                   | 64.1                                       | -2.3%   |
| Muslim              | 2.0                    | 2.7  | 35%   |
| Hindu               | 1.2                    | 1.8  | 50%   |
| Sikh                | 0.8                    | 1.1  | 38%   |
| Jewish              | 0.5                    | 0.8  | 60%   |
| Buddhist            | 0.3                    | 0.3  | 0%  |
| Other religion      | 0.3                    | 1.3  | 333%  |
| No religion         | 22.6                   | 27.7                                       | 22.6%   |
| Religion not stated | 6.7                    | N/A  | The annual population survey<br>does not have a category for<br>religion not stated. This must be<br>taken into account when<br>considering the %<br>increase/decrease above. |

#### Sources used:

Census, 2011, ONS Annual Population Survey, 2014, ONS

| Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual  |           |  |  |
|---|-----------|--|--|
| Please tick (   | )         | Overall impact:  |  |
| the relevant l  | box:      |  |  |
| Positive  |           | Whilst there is no data on the sexual orientation of residents and service users, it is not envisaged that the proposals will have a |  |
| Neutral   | ~         | disproportionate impact on this group.   |  |
| Negative  |           |  |  |
| Evidence:   | Evidence: |  |  |
| There is no sufficient information on sexual orientation at national or local level and there is no service data available. |           |  |  |

## Sources used:

N/A

|                          | -   | <b>nent:</b> Consider people who are seeking, undergoing or have received gender ery, as well as people whose gender identity is different from their gender at |  |  |  |
|--------------------------|-----|---|--|--|--|
| Please tick the relevant |     | Overall impact:   |  |  |  |
| Positive                 |     | Whilst there is no data on the Gender Reassignment of residents and service users, it is not envisaged that the proposals will have a                           |  |  |  |
| Neutral                  | ~   | disproportionate impact on this group.  |  |  |  |
| Negative                 |     |   |  |  |  |
| Evidence:                |     |   |  |  |  |
|                          |     | cient information on Gender Reassignment at national or local level and<br>the data available.  |  |  |  |
| Sources us               | ed: |   |  |  |  |
| N/A                      |     |   |  |  |  |
|                          |     |   |  |  |  |

| Marriage/civil partnership: Consider people in a marriage or civil partnership |   |  |  |
|--|---|--|--|
| Please tick (✓) the relevant box:  |   | Overall impact:  |  |
| Positive   |   | Whilst the data on marriage/civil partnership provides insight into  |  |
| Neutral  | ~ | the population of the borough, it is not envisaged that the proposals in the Customer Experience Strategy will impact this |  |

| Negotivo | group. |
|----------|--------|
| Negative |        |

## Evidence:

Data from the 2011 Census shows that Havering has a higher rate of married residents and a lower rate of single and separated residents that London and England. The number of widowed residents is higher than London and England and the number of residents in same sex civil partnerships is lower than London and England.

| 2011   | Havering                 | London                      | England                      |
|--|--------------------------|-----------------------------|------------------------------|
| All categories   | 192,844                  | 6,549,173                   | 42,989,620                   |
| Single (never married or never<br>registered a same-sex civil<br>partnership)                | 63,549<br><b>(33.0%)</b> | 2,888,944<br><b>(44.1%)</b> | 14,889,928<br><b>(34.6%)</b> |
| Married  | 93,587<br><b>(48.5%)</b> | 2,608,345<br><b>(39.8%)</b> | 20,029,369<br><b>(46.6%)</b> |
| In a registered same-sex civil partnership   | 196<br><b>(0.1%)</b>     | 27,425<br><b>(0.4%)</b>     | 100,288<br><b>(0.2%)</b>     |
| Separated (but still legally<br>married or still legally in a<br>same-sex civil partnership) | 4,699<br><b>(2.4%)</b>   | 211,500<br><b>(3.2%)</b>    | 1,141,196<br><b>(2.7%)</b>   |
| Divorced or formerly in a same-<br>sex civil partnership which is<br>now legally dissolved   | 15,492<br><b>(8.0%)</b>  | 484,106<br><b>(7.4%)</b>    | 3,857,137<br><b>(9.0%)</b>   |
| Widowed or surviving partner<br>from a same-sex civil<br>partnership                         | 15,321<br><b>(7.9%)</b>  | 328,853<br><b>(5.0%)</b>    | 2,971,702<br><b>(6.9%)</b>   |

#### Sources used:

Census, 2011, ONS

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

| Please tick (  | 1    | Overall impact:   |
|----------------|------|---|
| the relevant k | box: |   |
| Positive       |      | Whilst there is no data on Pregnancy, maternity and paternity of residents and service users, it is not envisaged that the proposals will |
| Neutral        | ~    | have a disproportionate impact on this group.   |
| Negative       |      |   |

## Evidence:

There is no sufficient information on Pregnancy, maternity and paternity at national or local level and there is no service data available.

Sources used:

N/A

| <b>Socio-economic status:</b> Consider those who are from low income or financially excluded backgrounds |   |  |  |
|--|---|--|--|
| Please tick (<br>the relevant l  |   | Overall impact:  |  |
| Positive   |   | Overall it is envisaged that the Customer Experience Strategy will have<br>a broadly positive impact on residents across all social-economic   |  |
| Neutral  | ~ | groups. Improvements in online and phone access to services should mean that residents on low incomes receive a better service.  |  |
| Negative   |   | However, recent studies by 'Dot Everyone' does suggest that people<br>with either low or no Level 1 qualifications (e.g. GCSE (grades D-G),<br>NVQ level 1, BTEC award certificate and diploma level 1) can indicate<br>a lack of basic digital skills. 43.10% of adults in Havering have <b>no</b><br><b>qualifications and/or no Level 1 qualifications</b> . This risk will be<br>mitigated by the digital inclusion project and the maintenance of phone<br>and face to face access to services. |  |

## Evidence:

Havering is a relatively affluent borough. Based on IMD (Index of Multiple Deprivation) 2015, Havering is ranked 166th overall out of 326 local authorities in England for deprivation (1st being most deprived, 326th being least deprived).

Although this suggests a relative slight increase in deprivation compared to the IMD 2010 ranking (177th out of 326 local authorities), Havering remains within the third deprivation quintile when compared to all local authorities. However, there are pockets of deprivation to the north (Gooshays and Heaton wards) and south (South Hornchurch ward) of the borough.

The table below ranks the borough's wards by deprivation. Between 2011 and 2015 many of the deprivation rankings have remained the same; however it is worth noting that Havering Park, Rainham and Wennington and Elm Park have moved up in the rankings and South Hornchurch, Romford Town, Harold Wood and Mawneys have moved down in the rankings.

| Ward                   | Deprivation<br>Rank 2011 | Ward             | Deprivation<br>Rank 2015 |
|------------------------|--------------------------|------------------|--------------------------|
| Gooshays               | 1                        | Gooshays         | 1                        |
| Heaton                 | 2                        | Heaton           | 2                        |
| South Hornchurch       | 3                        | Havering Park    | 3                        |
| Havering Park          | 4                        | South Hornchurch | 4                        |
| Brooklands             | 5                        | Brooklands       | 5                        |
|                        |                          | Rainham and      |                          |
| Romford Town           | 6                        | Wennington       | 6                        |
| Harold Wood            | 7                        | Romford Town     | 7                        |
| Rainham and Wennington | 8                        | Harold Wood      | 8                        |

| Mawneys          | 9  | Elm Park         | 9  |
|------------------|----|------------------|----|
| Elm Park         | 10 | Mawneys          | 10 |
| St Andrew's      | 11 | St Andrew's      | 11 |
| Hylands          | 12 | Hylands          | 12 |
| Pettits          | 13 | Pettits          | 13 |
| Squirrel's Heath | 14 | Squirrel's Heath | 14 |
| Hacton           | 15 | Hacton           | 15 |
| Emerson Park     | 16 | Emerson Park     | 16 |
| Cranham          | 17 | Cranham          | 17 |
| Upminster        | 18 | Upminster        | 18 |

NB. Rank 1 = Most deprived ward, Rank 18 = least deprived ward

#### Sources used:

English Indices of Multiple Deprivation 2015 (IMD 2015), Department for Communities and Local Government (CLG)

English Indices of Multiple Deprivation 2015 (IMD 2011), Department for Communities and Local Government (CLG)

1.1 Additional support for residents

There is a loop system in the PASC interview room 1 and 2, one at reception and then 2 further around the PASC for those with hearing difficulties.

The Text relay service (http://consumers.ofcom.org.uk/disability/text-relay-guide) can be used for telephone calls which should be on every letter and every e-mail signature but it doesn't appear to be promoted on the council's home page any more.

The Language Shop is used for language and Translation services http://www.languageshop.org. However, if a customer attends the main reception and has language problems our first line is to ask if they can get somebody to interpret on their behalf e.g. family or friends.

The Home page promotes "Browse aloud" (top left corner) for partially sighted but this could be improved.



## **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. Although determined as 'neutral' the Council will incorporate digital inclusion activity into the overall programme that will be developed to deliver the strategy.

| Protected characteristic              | Identified<br>negative<br>impact | Action taken to<br>mitigate<br>impact* | Outcomes and monitoring** | Timescale | Lead<br>officer |
|---------------------------------------|----------------------------------|--|---------------------------|-----------|-----------------|
| No negative<br>impacts<br>identified. |                                  |  |                           |           |                 |

#### Review

The EIA will be reviewed by the Customer Experience Board annually.



# Customer Experience Strategy

## 2016-2022

Page 51

## **1. Executive summary**

Havering is changing. Over the next six years the borough will benefit from new infrastructure and physical redevelopment including high quality housing and new fast transport links. Social change, including an increasing population, welfare reform and reductions in local government funding will change the way that the Council operates. The Council needs to adapt to these external challenges and create new, improved ways of supporting and delivering services.

We want to create a positive customer experience.

We want a two-way relationship with our customers in order to create and deliver the best services as efficiently as possible. Our customers include Havering residents, councillors, businesses, partners and our internal council customers.

We want customers to be able to access the right information to help themselves and the right service at the right time. It is important that customers choose digital services because they are so good that they prefer them. We also want people to be confident that payments are safe and reliable and that services always improve as a result of feedback.

We accept that there is much work to be done in order to improve services, transactions and access points for our customers, this strategy sets out our commitment to that improvement journey.

An Improving the Customer Experience plan will be developed to capture and consolidate all of this activity. This will ensure that we prioritise the important work first; that we successfully deliver improvements in the right order and that we track and deliver the savings.

## 2. Where do we want to be?

Creating a *positive customer experience* is vital.

We want a two-way relationship with our customers in order to create and deliver the best services as efficiently as possible.

We want customers to:

- be able to access the right information to help themselves;
- be able to access the right service at the right time;
- see services improve as a result of their feedback;
- have digital services so good that they prefer to use them; and
- be confident that payments are safe and reliable.

To achieve our objectives we must work together to create:

- An understanding of our customers their needs, experiences and preferences both now and into the future;
- Easy access to transparent information, advice and guidance and a proactive approach to using information;
- Continuously improving services;
- A trusting relationship;
- Less bureaucracy;
- An environment where you tell us only once;
- Safe secure payment process which meets industry standards; and
- Reduced debt by increasing online and direct debit payments and encouraging advance payments.

By making sure our service improvements match these design principles, the Council will ensure a positive customer experience and deliver the objectives of this strategy.

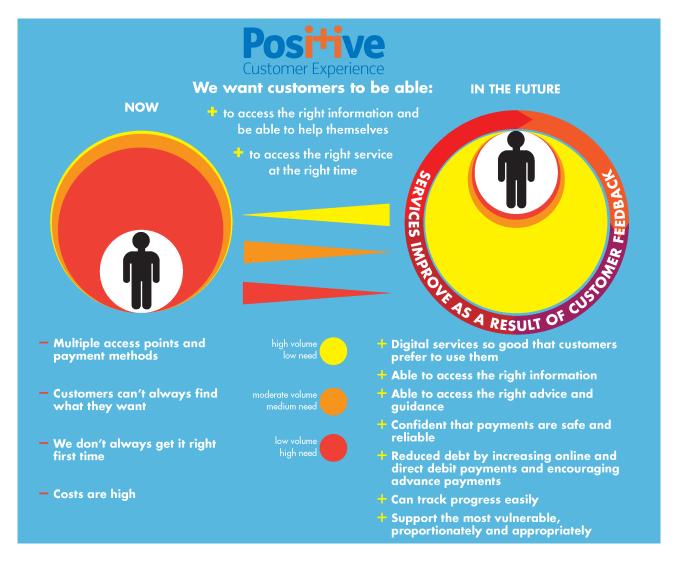
We intend to continuously improve our services by focusing on:

- How we interact with customers;
- The information and intelligence we hold about our customers;
- How we reconfigure services to achieve a great customer experience;
- How we make the best use of technology to improve the customer experience;
- How we create the environment for customers to apply, report and pay easily;
- How to track progress easily; and
- Supporting the most vulnerable; proportionately and appropriately.

We are committed to publishing regular performance information so that customers can see the progress we are making towards achieving our goals.

## 3. Our customer experience operating model

In order to turn this strategy into action, and to ensure a positive impact for our customers, we use what's called an 'operating model'. This sets out our approach to Customer Experience:



In the future we want people to have a more positive customer experience when they deal with the council. Underpinning this will be a move towards self-service becoming the preferred option; the provision of transparent and easily accessible advice and guidance as well as a safe and reliable payment system. We will also continue to support our most vulnerable residents. This more efficient and streamlined approach will also lead to lower costs for the Council and will support the delivery of the Medium Term Financial Plan.

## 4. Key improvements

If we want to create a positive customer experience we need to identify and implement improvements. There are a number of 'quick wins' but more substantial work to fundamentally improve services, transactions and customer access points is planned for delivery from now through until 2022.

This strategy identifies a series of potential improvements that will need to be delivered across the Council. An Improving the Customer Experience plan will be developed to capture and consolidate all of this activity, making sure that we prioritise the important work first, that we deliver improvements in the right order and that we understand what the cost and benefits of all changes will be.

The principles agreed will underpin our future service redesigns and the ways we interact with customers.

## 5. Related documents

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

## 6. Consultation

This strategy has been produced in consultation with the Customer Experience Board, Transformation Management Board, Directors and Heads of Service.

## 7. 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 plan.

## 8. Implementation and monitoring

The Improving Customer Experience Plan will be a 'living' document. The plan will be signed off by and progress reported to the Customer Experience Board. Programme management principles will be used.

The Strategy will be fully reviewed and amended as necessary.

## 9. Further information

Contact the Head of Culture and Customer Access.

Agenda Item 7



| CABINET                               |  |
|---------------------------------------|--|
| 14 DECEMBER 2016                      |  |
|                                       |  |
| Subject Heading:                      | Volunteer Strategy 2016 - 21   |
| Cabinet Member:                       | Councillor Melvin Wallace  |
| SLT Lead:                             | Sarah Homer, Interim Chief Operating<br>Officer  |
| Report Author and contact details:    | Jerry Haley, Senior Community Safety<br>and Development Officer<br>jerry.haley@havering.gov.uk<br>01708 434370   |
| Policy context:<br>Financial summary: | The Havering Volunteer Strategy and<br>Action Plan 2016 to 2021 provide a five<br>year framework for developing<br>volunteering across the voluntary, public<br>and private sectors in Havering. The<br>strategy and the specific actions within it<br>link with all three key areas of the<br>Corporate Plan, but most specifically to<br>the target outcome to "Encourage<br>residents to play an active part in their<br>communities through volunteering." The<br>Strategy and Action Plan are also closely<br>linked to the Voluntary Sector Strategy<br>and Action Plan that were signed off by<br>the Cabinet in June 2015. |
| Is this a Key Decision?               | No   |
|                                       |  |
| When should this matter be reviewed?  | November 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 | Х |
|--|---|
| People will be safe, in their homes and in the community     | Х |
| Residents will be proud to live in Havering                  | Х |



The Council's Corporate Plan includes a target outcome to "Encourage residents to play an active part in their communities through volunteering". The proposed Volunteer Strategy and its accompanying action plan set out how the Council will achieve this and how we will ensure that our communities and volunteers are appropriately supported.

In the strategy, attached at **Appendix 1**, the Council recognises the benefits, value and positive impact of volunteering. The strategy sets out a long-term vision to develop volunteering in Havering and ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector.

The strategy has been developed in partnership with the local voluntary and community sector. Various Council departments have had input into the strategy through the cross-departmental Voluntary Sector Steering Group. The actions in the accompanying action plan also reflect plans and objectives set out in individual service plans and strategies as well as new strands of work.

## RECOMMENDATION

That the Cabinet **agrees** the Volunteer Strategy and Action Plan attached at **Appendix 1**.

## **REPORT DETAIL**

Havering has a large and vibrant voluntary and community sector and a proud history of volunteering. Havering's voluntary organisations range from larger, nationally coordinated organisations through to small neighbourhood-level groups of residents seeking to achieve particular objectives or deliver individual community projects.

A Volunteer Centre has been set up, with the Council's support, to develop volunteers and volunteering within the borough. Various recent council initiatives to develop our use of volunteers have strengthened our commitment to volunteering,

such as increasing the use of volunteers to run activities within the library service. However, these are just the beginning of a larger drive within Havering to support volunteers and the organisations developing them. With effective co-ordination, the potential impact of volunteering in Havering can grow alongside the need for volunteers. Using this strategy we can bring together communities and people from diverse backgrounds to volunteer their time and skills. This can both strengthen community cohesion and make Havering a more vibrant, cultural and energetic place to live.

The volunteering vision for Havering represented in this strategy is to ensure that our communities and volunteers are resilient and supported by an effective and sustainable voluntary and community sector. Through the actions detailed within the strategy, the Council seeks to deliver the following outcomes:

- Havering is a place where the full range of economic, social, environmental and personal benefits that volunteering brings is recognised by residents, organisations and businesses;
- Volunteering is encouraged so that, in time, volunteers will be reflective of the many and diverse communities in Havering;
- Volunteering is supported, rewarding and everyone feels that they can make a difference;
- Volunteering brings people together, makes a positive impact on social cohesion and makes a significant contribution to all aspects of life;
- Havering is a place where volunteering is exciting, vibrant and diverse, and
- Volunteering opportunities align with initiatives to manage increasing demands on services, so that residents and communities continue to experience high quality support.

Sitting beneath this, the action plan appended to the strategy has five objectives:

- Build a stronger, more resilient community that encourages greater participation in local community life;
- Promote resilience, health and well-being to both individuals and organisations;
- Increase volunteering through appropriate matching of volunteers and opportunities, considering individuals' and organisations' diverse needs;
- Supporting businesses in delivering corporate social responsibility programmes that include employee volunteering, and
- Creating the right environment which ensures that volunteering schemes are mutually beneficial to both volunteers and employing organisations.

## REASONS AND OPTIONS

## Reasons for the decision:

People choose to volunteer for a variety of reasons. For some it offers the chance to make a difference to the people around them or to make new friends. For others it provides an opportunity to develop new skills or build on existing experience and knowledge. For host organisations (including the Council), volunteering offers an opportunity to introduce perspectives outside of the day to day running of the organisation; to draw in additional skills and knowledge, and potentially to retain or expand services that are valued by the community but may otherwise need to be reduced or withdrawn altogether in the current economic climate. The development and delivery of a Volunteer Strategy is therefore essential to the furtherance of the "place shaping" agenda and to assist the Council in managing demand in times of diminishing resources.

#### Other options considered:

The only other option is not to implement a Volunteer Strategy. For the reasons explained above, this is not a viable option if the objective set out in the Corporate Plan to "Encourage residents to play an active part in their communities through volunteering" is to be achieved.

**IMPLICATIONS AND RISKS** 

#### Financial implications and risks:

There are no direct financial implications for the Council arising from this strategy.

#### Legal implications and risks:

The proposed strategy does not indicate that volunteers will be undertaking any roles which the Council has a duty to provide, nor that any volunteers will be employed by the Council in any way. Accordingly there are no apparent legal implications in approving the strategy. If there are specific projects where these issues will need to be reconsidered then legal advice will be available.

#### Human Resources implications and risks:

There are no HR implications arising directly, although the strategy provides the potential to improve the diversity and capacity of the voluntary workforce.

#### Equalities implications and risks:

An Equality Impact Assessment has been completed which is attached at **Appendix 2**.

## BACKGROUND PAPERS

The Corporate Plan 2016/17 is available on the Council's website at <a href="https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm\_source=Home\_Pagewutm\_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</a>

The Council's Voluntary Sector Strategy is available on the Council's website at <a href="https://www3.havering.gov.uk/Pages/ServiceChild/Voluntary-Sector-Strategy.aspx">https://www3.havering.gov.uk/Pages/ServiceChild/Voluntary-Sector-Strategy.aspx</a>

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## Document Control

## Document details

| Name           | Volunteer Strategy  |
|----------------|---|
| Version number | Draft VO.11   |
| Status         | Final draft   |
| Author         | Kim Smith (LBH) and Shelley Hart (Havering Volunteer Centre)<br>Jess Finnin (LBH) Jerry Haley (LBH) |
| Lead officer   | Phillipa Brent-Isherwood, Head of Policy and Performance  |
| Approved by    | ТВА   |
| Review date    |   |

| Supersedes      | V0.10   |
|-----------------|---|
| Target audience | Voluntary Sector Steering Group, SLT, Cabinet |
| Related to      | Voluntary Sector Strategy and Action Plan     |

Version history

| Version | Status                           | Date                             | Dissemination/Change                                   |
|---------|----------------------------------|----------------------------------|--|
| V0.1- 8 | draft for<br>discussion          | April 2016-<br>September<br>2016 | Voluntary Sector Review Steering Group                 |
| V0.9    | draft for<br>discussion          | September<br>2016                | Voluntary Sector Review Steering Group                 |
| V0.10   | Final draft<br>for<br>discussion | September<br>2016                | Voluntary Sector Review Steering Group;<br>Lead Member |

Approval history

| Version | Status | Date | Approved by                             |
|---------|--------|------|---|
|         |        |      | Add name of approving body e.g. Cabinet |

## Equality Impact Assessment record

| Date                       | Completed by   | Review date |
|----------------------------|--|-------------|
| 30 <sup>th</sup> July 2015 | Savinder Bhamra<br>Interim Corporate Policy and<br>Diversity Officer | July 2019   |

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- 02. Executive Summary
- 03. Introduction
- 04. Vision, Objectives and Outcomes
- 05. Principles of Volunteering
- 06. Benefits and Opportunities
- 07. Creating the Right Environment
- 08. Approach and Consultation
- 09. Action Plan

# 01.Foreword



Foreword from Councillor Melvin Wallace, Cabinet Member for Culture and Community Engagement:

It gives me great pleasure in presenting this five year strategy and action plan to you

There is a significant body of evidence that illustrates the positive effect that volunteering can have on both individuals and communities and the organisations which they support. In Havering, we are proud to have the highest number of young volunteers across London and have had great success supporting volunteering! I am confident that this Strategy and Action Plan will help to strengthen this excellent work further.

Many of the services and activities provided across Havering are made

possible by local people willing to give up their spare time and make a difference in our community through volunteering. Austerity means that resources are becoming scarcer and volunteering has arguably, never been so important. We see this as a two-way relationship – volunteers gain personally including developing skills and improving their employability and our local communities benefit from the fruits of volunteering.

This strategy provides a framework for developing and enhancing volunteering across the borough. We know that volunteers enjoy getting involved and that this can be a great way to make new friends and get involved in your own community. People tell us that the benefits of participation extend to other areas of their life and health and wellbeing.

The Volunteering Vision for Havering and this strategy is to ensure that our communities and volunteers are resilient and supported by both the Council and the voluntary and community sector. We want volunteers to benefit from the enthusiasm and ambition that the voluntary and community sector has to extend opportunities in many new schemes.

# 02. Executive Summary

The Havering Volunteer Strategy and Action Plan 2016 to 2021 provides a five year framework for developing volunteering across voluntary, public and private sectors in Havering.

This Strategy will ensure that our communities and volunteers are supported.

In this document we recognise the benefits, value and positive impact of volunteering. We will provide a vision for the future of volunteering in Havering. To do this we must recognise the need to improve volunteering on a local level.

The Action Plan attached to this strategy sets out a long-term vision to bring together volunteering in Havering and ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector.

In order to create an environment that encourages successful volunteering this Strategy will:

- Identify gaps in organisations based on need and promote these opportunities.
- Ensure organisations and individuals understand the opportunities available in the borough.
- Encourage and support businesses and organisations to deliver corporate social responsibility programmes.
- Deliver mentoring programmes to support skills development.

## Why the need for a Volunteering Strategy and Action Plan?

At local level, volunteering is regarded as a key tool which can help communities strengthen and provide opportunities for employment and selfdevelopment. In addition, volunteering can help to mitigate and manage the forecasted rising demand on services. For example, a considerable aging population in Havering will put increasing pressures on Adult Social Care services, which greater volunteering could help both to reduce and deliver.

Councils are now facing increasing demands against a background of reducing resources, impacting service delivery. Volunteering can provide opportunities to support services valued by the community.

These increasing demands, along with escalating economic pressures on all sectors, highlight the need to develop joined up solutions and communities and volunteering will become increasingly important in meeting these challenges.

This work has already started in Havering. Testimonials from volunteers have been placed throughout the strategy which demonstrate the benefits of volunteering from some of Havering's volunteers' perspectives.

# 03. Introduction

Havering has a large and vibrant voluntary and community sector and a proud history of volunteering. Havering's voluntary organisations range from larger voluntary organisations, such as the Citizens Advice Bureau Havering, Tapestry and the Carers Trust (Epping, Havering, Harlow and Redbridge) through to small neighbourhood-level groups of residents.

During the first half of 2016/17, 537 new volunteers registered with the Havering Volunteer Centre. There are also likely to be more volunteers that are not registered with the new Havering Volunteer Centre; these will need to be recognised. For example the library volunteer scheme has attracted nearly 400 volunteers.

One of the aims of this strategy is to understand Havering's volunteers, who they are, what motivates them and how we can support them through development. It is also important we recognise the breadth of volunteering opportunities available to young people in the borough. This should be a pathway that offers opportunity by introducing young people to volunteering and ends in a pathway to employment.

I started volunteering in 2011 as I wanted to make a difference in my community (*Male, 50+*)

This Strategy forms part of a bigger programme of work that was started with the Voluntary Sector Strategy which aims to drive forward the voluntary and community sector in Havering despite a turbulent economic period. One of the actions in the Voluntary Sector Strategy and Action Plan is to increase volunteering. This strategy and action plan include a number of key actions that will shape the future of volunteering in Havering and allow this aspiration to be achieved.

A volunteering centre has been set up to develop volunteers and volunteering in the borough. Various council initiatives to use volunteers have strengthened our commitment to volunteering, including the use of volunteers to run additional activities within the library service. Likewise, uniformed cadet services have been used in the past during joint projects with the police and fire brigade.

However, these are just the beginning of a larger drive within Havering to support volunteers and the organisations developing them. With effective co-ordination, the potential impact of volunteering in Havering can grow alongside the need for volunteers. Using this Strategy we can bring together communities and people from diverse backgrounds which can strengthen community cohesion and make Havering a vibrant, cultural and energetic place to live.

## 04. <u>Vision, Outcomes and</u> <u>Objectives</u>

## Vision

The volunteering vision for Havering is to ensure that our communities and volunteers are resilient and that they are supported by an effective and sustainable voluntary and community sector. We want volunteers in Havering to benefit from the enthusiasm and ambition that the voluntary and community sector in the borough represents.

This strategy is about recognising the considerable and often untapped potential within our communities and identifying what volunteering can add in terms of quality, outcomes and innovation.

## **Outcomes**

We aim to achieve the following through the delivery of the Action Plan:

- Havering is a place where the full range of economic, social, environmental and personal benefits that volunteering brings is recognised by residents, organisations and businesses;
- Volunteering is encouraged so that in time volunteers will be reflective of the many and diverse communities in Havering;
- Volunteering is supported, rewarding and everyone feels that they can make a difference;
- Volunteering brings people together, makes a positive impact on social cohesion and makes a significant contribution to all aspects of life;
- 5. Havering is a place where volunteering is exciting, vibrant and diverse

 Volunteering opportunities align with initiatives to manage increasing demands on services, so that residents and communities continue to experience high quality support.

## **Objectives**

#### **Objective 1**

• Build a stronger, more resilient community that encourages greater participation in local community life.

#### Objective 2

• Promote resilience, health and well-being to both individuals and organisations.

#### Objective 3

 Increase volunteering through appropriate matching of volunteers and opportunities, considering individuals' and organisations' diverse needs.

#### Objective 4

• Support businesses in delivering corporate social responsibility programmes that include employee volunteering.

#### **Objective 5**

 Create the right environment which ensures that volunteering schemes are mutually beneficial to both the volunteer and employing organisations.

# 05. Principles of Volunteering

In order to understand what is required for the right volunteering environment it is important we understand what the key principles of volunteering are. The following defines what volunteering means to us.

Volunteering can take many forms; it's undertaken freely and by choice, without concern for financial gain. It is underpinned by five key principles:

#### **Choice**

Volunteering is a choice an individual makes freely. A person fulfilling a volunteering role has work place rights and responsibilities regardless of there being no contractual agreement.

### Accessible

Volunteering needs to be accessible to all.<sup>1</sup> Implementation of equality and diversity policies, schemes and marketing will ensure access across communities. Additionally a welcoming approach and continued support will all contribute to supporting access to volunteering.

### **Recognition**

There is recognition of the value of the contribution of volunteers to their community, an organisation, the economy and to society. Recognition events and other celebrations can have a significant impact on volunteers as well as promoting volunteering as a whole.

#### Support

Ensuring that volunteers receive structured support from their organisation and the wider volunteering community is an important task. Strong management of volunteers ensures that no contribution is wasted and the benefits to both organisation and volunteer are achieved. Furthermore the provision of training for volunteers is a vital part of the support structure and is essential for the continued growth of a volunteer.

### Mutual Benefit

Any time a volunteer gives to an organisation should be reciprocated in a manner by which the volunteer benefits. This may include, but should not be limited to, training, professional development and / or other support. At the same time an organisation should benefit from the skills, expertise and contribution of the volunteer.

I wanted to work with young people with additional needs as I have a son who has additional needs and I think I get what it means to have those needs and what I can do to support those young people (Male 50+)

<sup>&</sup>lt;sup>1</sup> For some volunteering opportunities this may be dependent on an individual undertaking a successful Baseline Personnel Security Standards (BPSS) and / or Disclosure and Barring Service (DBS) Check

# 06. Benefits and Opportunities

## Benefits of Volunteering for an individual

This Strategy has been based on responding to what local people and organisations have told us about what they believe to be the benefits, opportunities and potential barriers to volunteering, for both individuals and organisation.

Consultees told us that there are a number of positive benefits and opportunities of volunteering. For the individual these include:

- Learning and developing a new skill
- Improved social interactions and feeling part of a community
- A sense of pride and achievement
- Improved employability
- New experiences and new friends
- Volunteering can be good for an individual's health and wellbeing, including managing depression and improving mental and physical health.

Many of the benefits can directly combat some of the perceived barriers to volunteering. The Action Plan included with this Strategy aims to decrease the perceived barriers for the individual, whilst maximising the benefits.

## Benefits of Volunteering for an organisation

Whilst the most obvious benefit for an organisation may be cost saving or the ability to maintain a service that would close if it were not for the passion of

volunteers, there are a staggering number of reasons organisations can benefit from using volunteers including:

- Perspectives from outside of the day to day running of an organisation.
- Flexibility to focus on one task or project.
- Specialised skills or knowledge.
- Energy and passion.
- Capacity to expand services that may otherwise suffer or stagnate.
- New ideas and innovation
- Constructive criticism and feedback.
- Immediate access to a community.

Changing the perception of volunteering can help to create the right environment and promote mutual benefits.

## **Opportunities**

It is important that this Strategy recognises that volunteering can involve a whole host of different activities and volunteers. Volunteers come from all walks of life, undertaking opportunities ranging from working with animals and wildlife, to an executive using their management skills with a community group, or a student with graphic design skills helping an organisation with branding and marketing and everything in between.

> The best part of the job has been the development of those young people and the small part I have been able to play (Male 50+)

## The Strategy in Action – The Way Forward

This Strategy will continue to develop volunteering in the borough through promoting:

### **Appropriate placements**

By working together, organisations (including the Council) can ensure that the volunteers are placed in the most suitable placements that best match their interests, skills, attributes, support needs and the needs of the organisation.

The Volunteer Centre finds that many potential volunteers are not utilised by the organisations they approach, or are waiting for a significant period of time.

Organisations will be encouraged to ensure that they are able to offer opportunities to volunteers, promptly when a volunteer is placed with them.

Organisations will also be encouraged to respond to enquiries promptly, and to be able to discuss their organisation/service needs with potential volunteers.

## Current volunteers championing volunteering

Including current volunteers in recruitment activities is an effective way of combining the advantages of word of mouth recruitment alongside more targeted methods. Inviting people who are currently volunteering, to advocate and speak at recruitment days, run information stalls and develop publicity materials, informs the community about local volunteering by local people and is a very direct way of showing how inclusive volunteering can be whilst offering a different perspective on experiences.

It is also essential to listen to the feedback from volunteers and organisations, as this will allow us to support and develop our strategies and improve action plans across the Council.

I have been a volunteer for 12 years and I really enjoy it! (*Male 30+*)

# Raising awareness of the benefits of volunteers and volunteering

There is always work to be done with regards to marketing and communication, as new methods of communication are constantly developing. Ensuring that organisations such as the Volunteer Centre are being marketed effectively is a large step forward for the volunteers and voluntary sector organisations in Havering.

"I started volunteering to make a difference. I have volunteered since 2011. I want to give young people opportunities as well as use my skills" (*Male 18*+)

## 07. Creating the Right Environment

We recognise that the benefits for volunteers and for the volunteer employer/organisation can be maximised when the right environment is achieved. Many of the perceived barriers to volunteering, for both potential volunteers and organisations, can be addressed with proper training, consideration and communication.

# The right environment for volunteers

- A proper induction programme and supervision arrangements
- Flexibility and understanding of caring responsibilities.
- Skills well matched to placements and developed through volunteering
- A route to paid employment
- A stepping stone to university
- Recognition of the great work volunteers do within their communities.

Employers (including the Council) should consider how they might be able to develop the right environment within their organisation. Below we give some suggestions.

"I started volunteering because of my friends. I enjoy working with the youth work staff. It feels relaxed. People feel safe around me" (*Male, 20+*)

"I enjoy volunteering, it is exciting and a new challenge " (*Female 20*+)

# The right environment for organisations

- Include volunteering within corporate policies.
- Actively publicise the volunteering opportunities available within the organisation.
- Embrace the positives of volunteering.
- Match the volunteer's skills appropriately to the placement(s) available.
- Provide appropriate training and development to volunteers so that their skills, and therefore what they are able to offer to the organisation, continue to grow.
- Create a toolkit which streamlines the volunteering process and facilitates effective recruitment and retention of volunteers.
- Be aware of the pathways into volunteering, and out of volunteering into employment.
- Be flexible to the needs of volunteers.
- Encourage the use of volunteering as adding social value.

# 08. Approach and Consultation

## **Timescales**

The Havering Volunteer Strategy 2016 – 2021 is set to be delivered over a 5 year period. The Action Plan will be reviewed and refreshed where necessary every year, in order to address changing needs.

## Consultation

Initial planning of this strategy was conducted in collaboration with:

- The Havering Volunteer Centre
- Citizens Advice Bureau, Havering
- Havering Association for People with Disabilities (HAD)
- Tapestry
- Havering Mind

The preliminary consultation for this Volunteer Strategy included four workshops which were held over an extended period of 10 weeks. These workshops were used to inform the Strategy.

There was also a further four week consultation period.

## **Associations**

The following items can provide further context and information:

- Voluntary Sector Strategy
- Voluntary Sector Action Plan
- Havering COMPACT
- Volunteer Strategy Equality Impact Assessment.
- Havering Demand Management
   Strategy

## Monitoring

The progress of this Strategy will be monitored through the delivery of the Action Plan. This will be monitored with the assistance of a diverse group of colleagues from across the voluntary and community sector. This allows a spectrum of perspectives and will allow us to attain a broader picture of the implementation of this Strategy and associated Action Plan.

The actions will also be subject to monitoring by the Council's Voluntary Sector Steering Group, which meets monthly and consists of representatives from relevant London Borough of Havering departments, thus adding further accountability for this Strategy and Action Plan.

## Equality Impact Assessment (EIA)

During the development of this Strategy, the potential adverse and positive impacts on equalities characteristics have been widely considered. The outcomes have been incorporated into the Action Plan and associated EIA. The Action Plan is a live document, meaning there will be ample opportunity to review progress from an equalities perspective.

## For further information, please contact the Community Development team at:

vcs@havering.gov.uk

## Action Plan 2016-2021

Г

| Outcome 1 Havering is a place where a volunteering brings is reco  | •   |                        |          | -                           | personal benefit  | s that  |
|--|---|------------------------|----------|-----------------------------|---|---|
| Outcome 2 Volunteering is encourage<br>Havering  | d so that in time voluntee  | rs will be r           | eflectiv | ve of the ma                | ny and diverse  | communities in  |
| Outcome 3 Volunteering is supported,   | rewarding and where eve   | eryone feel            | s that t | they can ma                 | ke a difference   |   |
| Outcome 4 Volunteering brings people<br>contribution to all aspects  | •   | ive impact             | on soc   | ial cohesior                | and makes a s   | ignificant  |
| Outcome 5 Havering is a place where  | volunteering is exciting, v   | ibrant and             | divers   | e                           |   |   |
| Outcome 6 Volunteering opportunities<br>communities continue to e  | _   | -                      | reasing  | demands o                   | n services, so t  | hat residents and   |
| ر<br>Objective 1 Build a stronger, more r  | esilient community that e   | encourages             | s greate | er participat               | ion in local com  | munity life   |
| Action   | Key Milestones and<br>Outcomes / Success Factors  | Outcome                | RAG      | Timescale                   | Lead/Key<br>Partners  | Comments / Progress<br>Update   |
| <ul> <li>Ensure volunteer opportunities are targeted and aligned with Havering's local population, needs and priorities and that the focus is on opportunities for: <ul> <li>Older people, to support them to improve/maintain their health and wellbeing, to reduce/avoid the risk of social isolation;</li> <li>Former carers, i.e. people that may</li> </ul> </li> </ul> | Monitor skills and<br>employment activity for<br>local residents in the<br>borough so that we know<br>where the gaps are in<br>order to target<br>volunteering support<br>Havering Volunteer Centre<br>to signpost 700 registered | 1, 2, 3, 4,<br>5 and 6 |          | Ongoing<br>31 March<br>2017 | London<br>Borough of<br>Havering<br>Economic<br>Development<br>Service<br>Havering<br>Volunteer | Support needed<br>from the One Source<br>HR service, Havering<br>Adult College,<br>Havering College of<br>Further and Higher<br>Education and LBH<br>Housing Services |
|  |   |                        |          | I                           | volunteer   | 13  |

| Objective 1 Build a stronger, more re-  | silient community that e   | ncourages       | greate | er participati   | on in local com   | munity life                   |
|---|--|-----------------|--------|------------------|---|-------------------------------|
|   | Key Milestones and<br>Outcomes / Success Factors   | Outcome         | RAG    | Timescale        | Lead/Key<br>Partners  | Comments / Progress<br>Update |
| <ul> <li>relative or friend, and have skills,<br/>experience and time to offer;</li> <li>Young people not in education,<br/>employment or training;</li> <li>People who have had a career break;</li> <li>Other people who need support to<br/>enter/re-enter employment, e.g.<br/>homeless people, ex-offenders,<br/>people with learning disabilities.</li> </ul> | volunteers to registered<br>opportunities by 31 March<br>2017<br>Havering Volunteer Centre<br>to signpost 1,500<br>registered volunteers to<br>registered opportunities<br>by 31 March 2018<br>Increase the number of<br>sheltered housing tenants<br>being befriended to 100. |                 |        | 31 March<br>2017 | Centre<br>London<br>Borough of<br>Havering<br>Housing<br>Service.                                       |                               |
| Provide information and guidance to the VCS   | Continue to facilitate<br>Community Clean Ups:<br>• 24 clean ups<br>delivered in<br>2016/17<br>• 256 volunteers<br>involved in<br>community clean<br>ups in 2016/17<br>• 27 clean ups<br>delivered in<br>2017/18<br>• 280 volunteers<br>involved in<br>community clean         | 1,3, 4 and<br>6 |        | October<br>2016  | Havering<br>Volunteer<br>Centre<br>London<br>Borough of<br>Havering<br>Community<br>Development<br>Team |                               |

| Action  | Key Milestones and<br>Outcomes / Success Factors  | Outcome        | RAG | Timescale  | Lead/Key<br>Partners  | Comments / Progress |
|---|---|----------------|-----|------------|---|---------------------|
|   | ups in 2017/18 <ul> <li>30 clean ups delivered in 2018/19</li> <li>305 volunteers involved in community clean ups in 2018/19</li> </ul>   |                |     |            |   |                     |
| Support recruitment fayres to bring together<br>students, the VCS, social enterprises,<br>businesses, and public sector organisations<br>with the aim to encourage greater<br>participation in volunteering.<br>Signpost Council tenants to volunteering<br>opportunities.<br>Ensure that partner organisations have good<br>knowledge of the volunteering opportunities<br>available and signpost service users<br>appropriately to these opportunities. | Minimum of 20 volunteer<br>recruitment / promotional<br>events / fayres supported<br>per annum<br>400 new volunteers to be<br>registered with the<br>Havering Volunteer Centre<br>by 31 March 2017<br>600 new volunteers to be<br>registered with the<br>Havering Volunteer Centre<br>by 31 March 2018<br>100 new volunteering<br>opportunities registered<br>per annum | 1,2,3 and<br>4 |     | March 2018 | Havering<br>Volunteer<br>Centre<br>London<br>Borough of<br>Havering<br>Community<br>Development<br>Team<br>London<br>Borough of<br>Havering<br>Housing<br>Services<br>Community<br>Engagement |                     |

| Action   | Key Milestones and<br>Outcomes / Success Factors  | Outcome          | RAG | Timescale                       | Lead/Key<br>Partners  | Comments / Progres<br>Update |
|--|---|------------------|-----|---------------------------------|---|------------------------------|
| Provide a series of events during Volunteers<br>Week in June and Make a Difference Day in<br>October, in order to provide recognition and<br>further marketing for the voluntary and<br>community sector in the borough.<br>Include within this an annual volunteer<br>recognition awards event. | Calendar of events in<br>place, including an annual<br>event during National<br>Volunteering Week | 2,4 and 5        |     | Annual<br>programme             | Havering<br>Volunteer<br>Centre   |                              |
| Facilitate a moving on event each October<br>which focuses on school leavers and acts as a<br>careers fayre for young people to look at<br>opportunities open to them including<br>apprenticeships and volunteering<br>placements  | Annual event delivered  | 1,2,3,4<br>and 6 |     | October<br>2016 and<br>annually | London<br>Borough of<br>Havering<br>Schools<br>Commissioning<br>and Provision<br>Team |                              |

| Objective 2 Promote resilience, health and well-being to both individuals and organisations |                                   |          |     |            |                   |                    |  |  |
|---|-----------------------------------|----------|-----|------------|-------------------|--------------------|--|--|
| Action  | Key Milestones and                | Outcome  | RAG | Timescale  | Lead/Key Partners | Comments /         |  |  |
|   | <b>Outcomes / Success Factors</b> |          |     |            |                   | Progress Update    |  |  |
| Devise and deliver a co-ordinated   | An open training                  | 3, 4 and |     | April 2018 | Havering          | After first year a |  |  |
| programme of courses and training based   | programme developed               | 6        |     |            | Volunteer Centre  | baseline will be   |  |  |
| on responses to the Community   | and delivered for the VCS         |          |     |            |                   | established and    |  |  |
| Development Team's annual Health Chec   | including:                        |          |     |            | London Borough    | further KPIs       |  |  |
| of the local voluntary and community  | Targeted training                 |          |     |            | of Havering       | developed.         |  |  |

| Objective 2     Promote resilience, he       Action  | alth and well-being to bo<br>Key Milestones and<br>Outcomes / Success Factors   | th individu<br>Outcome | als an | nd organisati                     | ONS   | Comments /<br>Progress Update                         |
|--|---|------------------------|--------|-----------------------------------|---|---|
| sector.<br>Open up corporate training to the<br>voluntary and community sector where<br>possible                         | for VCS<br>organisations and<br>volunteers<br>Evaluation and<br>follow up.<br>Achievements<br>recorded.<br>Peer<br>and pastoral<br>support<br>established<br>12 corporate training<br>opportunities undertaken<br>by the VCS in 2016/17<br>25 corporate training<br>opportunities undertaken<br>by the VCS in 2017/18<br>40 corporate training<br>opportunities undertaken<br>by the VCS in 2017/18 |                        |        |                                   | Community<br>Development<br>Team<br>London Borough<br>of Havering<br>Voluntary Sector<br>Steering Group | Support required<br>from the One<br>Source HR service |
| Build the capacity within the voluntary and<br>community sector to meet the changing<br>demands of the council and local | Carry out an annual<br>"health check" of local<br>VCS organisations to  | 1 and 6                |        | September<br>2016 and<br>annually | Havering<br>Volunteer Centre  |   |

| Objective 2 Promote resilience, he   | ealth and well-being to bo  | th individu | uals ar | nd organisation  | ns   |                               |
|--|---|-------------|---------|--|--|-------------------------------|
| Action   | Key Milestones and<br>Outcomes / Success Factors  | Outcome     | RAG     | Timescale  | Lead/Key Partners  | Comments /<br>Progress Update |
| community<br>Work with the Havering Volunteer Centre<br>to deliver the Library Volunteer Strategy in<br>order to increase significantly the number<br>of volunteers in the libraries service.<br>Where possible, extend library opening<br>hours through the use of volunteers | inform planning<br>Map volunteering<br>requirements across the<br>council and the local<br>community<br>Work with the Havering<br>Volunteer Centre to<br>secure suitable skills<br>matching with volunteers |             |         | thereafter<br>Mapping<br>exercise to<br>be conducted<br>January 2017 | London Borough<br>of Havering<br>Community<br>Development<br>Team<br>London Borough<br>of Havering<br>Culture and<br>Community |                               |
|  | and organisations<br>Implement the library<br>partnership model which<br>will see staff working<br>alongside volunteers   |             |         | March 2017   | Access Service   |                               |
|  | Increase the number of<br>volunteers assisting in the<br>running of library services<br>to 450<br>More than 190 volunteers<br>active as Friends of Parks  |             |         | 31 March<br>2017   |  |                               |

| Action | Key Milestones and<br>Outcomes / Success Factors  | Outcome | RAG | Timescale  | Lead/Key Partners                                       | Comments /<br>Progress Update |
|--------|---|---------|-----|------------|---|-------------------------------|
|        | Expand the "Health<br>Champions" programme<br>within both the Council<br>and the community in<br>order to increase health<br>literacy and resilience                      |         |     | Ongoing    | London Borough<br>of Havering Public<br>Health Service  |                               |
|        | Devise and deliver one<br>behaviour change or<br>awareness campaign for<br>key service delivery areas<br>to support the corporate<br>vision of "clean, safe and<br>proud" |         |     | March 2017 | London Borough<br>of Havering<br>Communications<br>Team |                               |

| Objective 3 Increase volunteering through a organisations' diverse needs                        | ppropriate matching o   | f voluntee        | rs and | opportunities     | s, considering                  | individuals' and  |
|---|---|-------------------|--------|-------------------|---------------------------------|---|
| Action  | Key Milestones and<br>Outcomes / Success<br>Factors           | Outcome           | RAG    | Timescale         | Lead/Key<br>Partners            | Comments /<br>Progress Update                                   |
| A range of quality volunteers and volunteering opportunities developed in each town based area. | In each town centre,<br>supply of volunteers<br>meets demand. | 2,3,4, 5<br>and 6 |        | September<br>2017 | Havering<br>Volunteer<br>Centre | Where one town<br>centre has a<br>surplus of<br>volunteers they |
|   | There is a skills match                                       |                   |        |                   | London                          | are encouraged  |

| Action   | Key Milestones and<br>Outcomes / Success<br>Factors  | Outcome | RAG | Timescale        | Lead/Key<br>Partners                                       | Comments /<br>Progress Update   |
|--|--|---------|-----|------------------|--|---|
|  | between volunteers<br>and organisations.   |         |     |                  | Borough of<br>Havering<br>Community<br>Development<br>Team | to go where the are needed.   |
| Continue to fund a matching service to link people<br>interested in volunteering in Havering to<br>appropriate volunteering opportunities. | <ul> <li>300 1:1 brokerage<br/>meetings delivered in<br/>2016/17</li> <li>500 1:1 brokerage<br/>meetings delivered in<br/>2017/18</li> <li>25% increase in<br/>volunteering<br/>opportunities filled<br/>(once a baseline has<br/>been established)</li> </ul> |         |     | March 2018       | Havering<br>Volunteer<br>Centre                            | Baseline of<br>volunteering<br>opportunities<br>filled to be<br>established by<br>March 2017<br>Target increase<br>in volunteering<br>to be achieved<br>by March 2018 |
| Collect equalities and diversity data for volunteers.  | Gap analysis to allow<br>targeted information,<br>recruitment fayres and<br>training for<br>organisations and<br>volunteers.   | 4       |     | December<br>2016 | Havering<br>Volunteer<br>Centre<br>London<br>Borough of    |   |

| Action  | Key Milestones and<br>Outcomes / Success<br>Factors  | Outcome                 | RAG            | Timescale  | Lead/Key<br>Partners  | Comments /<br>Progress Updat |
|---|--|-------------------------|----------------|--|---|------------------------------|
|   |  |                         |                |  | Havering  |                              |
|   |  |                         |                |  | Community   |                              |
|   |  |                         |                |  | Development   |                              |
|   |  |                         |                |  | Team  |                              |
|   |  |                         |                |  | Black and   |                              |
|   |  |                         |                |  | Minority  |                              |
|   |  |                         |                |  | Ethnic Forum  |                              |
| Objective 4 Support businesses in deliver   | ing corporate social re  | snonsihility            |                | ammes that ir  | clude employ  | ee volunteeri                |
|   |  |                         |                |  |   |                              |
| Objective 4 Support businesses in deliver<br>Action   | ng corporate social res<br>Key Milestones and<br>Outcomes / Success<br>Factors   | sponsibility<br>Outcome | y progr<br>RAG | ammes that ir  | nclude employ<br>Lead/Key<br>Partners   | Comments /                   |
|   | Key Milestones and<br>Outcomes / Success   |                         |                |  | Lead/Key  | Comments /                   |
| Action<br>Use the Good Giving Guide to encourage Havering<br>businesses to support VCS organisations for  | Key Milestones and<br>Outcomes / Success<br>Factors<br>Businesses engaged for<br>Make a Difference Day   | Outcome                 |                | Timescale  | Lead/Key<br>Partners  | Comments /                   |
| Action<br>Use the Good Giving Guide to encourage Havering<br>businesses to support VCS organisations for<br>improved engagement and to ensure effective | Key Milestones and<br>Outcomes / Success<br>Factors<br>Businesses engaged for<br>Make a Difference Day<br>on 20th October 2016,                            | Outcome                 |                | Timescale<br>Start October<br>2016                       | Lead/Key<br>Partners<br>Havering  | Comments /                   |
| Action<br>Use the Good Giving Guide to encourage Havering<br>businesses to support VCS organisations for  | Key Milestones and<br>Outcomes / Success<br>Factors<br>Businesses engaged for<br>Make a Difference Day<br>on 20th October 2016,<br>and annually thereafter | Outcome                 |                | Timescale<br>Start October<br>2016<br>To be              | Lead/Key<br>Partners<br>Havering<br>Volunteer<br>Centre                                     | Comments /                   |
| Action<br>Use the Good Giving Guide to encourage Havering<br>businesses to support VCS organisations for<br>improved engagement and to ensure effective | Key Milestones and<br>Outcomes / Success<br>Factors<br>Businesses engaged for<br>Make a Difference Day<br>on 20th October 2016,                            | Outcome                 |                | Timescale<br>Start October<br>2016<br>To be<br>completed | Lead/Key<br>Partners<br>Havering<br>Volunteer<br>Centre<br>London                           | Comments /                   |
| Action<br>Use the Good Giving Guide to encourage Havering<br>businesses to support VCS organisations for<br>improved engagement and to ensure effective | Key Milestones and<br>Outcomes / Success<br>Factors<br>Businesses engaged for<br>Make a Difference Day<br>on 20th October 2016,<br>and annually thereafter | Outcome                 |                | Timescale<br>Start October<br>2016<br>To be              | Lead/Key<br>Partners<br>Havering<br>Volunteer<br>Centre<br>London<br>Borough of             | Comments /                   |
| Action<br>Use the Good Giving Guide to encourage Havering<br>businesses to support VCS organisations for<br>improved engagement and to ensure effective | Key Milestones and<br>Outcomes / Success<br>Factors<br>Businesses engaged for<br>Make a Difference Day<br>on 20th October 2016,<br>and annually thereafter | Outcome                 |                | Timescale<br>Start October<br>2016<br>To be<br>completed | Lead/Key<br>Partners<br>Havering<br>Volunteer<br>Centre<br>London<br>Borough of<br>Havering | Comments /                   |
| Action<br>Use the Good Giving Guide to encourage Havering<br>businesses to support VCS organisations for<br>improved engagement and to ensure effective | Key Milestones and<br>Outcomes / Success<br>Factors<br>Businesses engaged for<br>Make a Difference Day<br>on 20th October 2016,<br>and annually thereafter | Outcome                 |                | Timescale<br>Start October<br>2016<br>To be<br>completed | Lead/Key<br>Partners<br>Havering<br>Volunteer<br>Centre<br>London<br>Borough of             |                              |

| Action   | Key Milestones and<br>Outcomes / Success<br>Factors   | Outcome         | RAG | Timescale   | Lead/Key<br>Partners  | Comments /<br>Progress Update |
|--|---|-----------------|-----|---|---|-------------------------------|
| Provide advice and guidance on how businesses<br>can support local communities (i.e.: finance, legal,<br>trusteeships etc.)            | Development of<br>seminars through the<br>Business Networks.  | 3               |     | Start October<br>2016<br>To be<br>completed<br>April 2017 | Havering<br>Volunteer<br>Centre<br>London<br>Borough of<br>Havering<br>Community<br>Development<br>Team |                               |
| Encourage technology businesses to involve staff<br>in supporting communities to increase levels of<br>digital literacy and inclusion. | Development and<br>delivery of Digital<br>Inclusion projects.<br>VCS organisations<br>encouraged to make<br>greater use of social<br>media tools to<br>promote their activities<br>and volunteering<br>opportunities. | 1,2, 4<br>and 6 |     | Start April<br>2017<br>Complete<br>March 2018             | Havering<br>Volunteer<br>Centre<br>London<br>Borough of<br>Havering<br>Community<br>Development<br>Team |                               |

| Action  | Key Milestones and<br>Outcomes / Success<br>Factors   | Outcome        | RAG | Timescale   | Lead/Key<br>Partners  | Comments /<br>Progress Update |
|---|---|----------------|-----|---|---|-------------------------------|
| Develop enhanced business mentoring of volunteers.  | Specialised workshops<br>and forums delivered<br>by businesses to the<br>VCS  | 1,2,3 and<br>4 |     | Start April<br>2017<br>Complete<br>March 2018                                     | Havering<br>Volunteer<br>Centre<br>London<br>Borough of<br>Havering<br>Community<br>Development<br>Team |                               |
| Develop and deliver intergenerational volunteering<br>opportunities, to enhance the perspective of the<br>older and younger volunteers, and to increase<br>employability and socialisation. | Conduct a mapping<br>exercise to identify<br>suitable opportunities<br>Establish a matching of<br>older people as<br>mentors to younger<br>people scheme<br>Havering Volunteer<br>Centre to facilitate<br>volunteering<br>opportunities | 1,2,3 and<br>4 |     | Mapping in<br>April 2017<br>Matching<br>scheme<br>established<br>by March<br>2017 | London<br>Borough of<br>Havering<br>Youth Service<br>Havering<br>Volunteer<br>Centre                    |                               |

| Action  | Key Milestones and<br>Outcomes / Success<br>Factors   | Outcome             | RAG | Timescale  | Lead/Key<br>Partners   | Comments /<br>Progress Update |
|---|---|---------------------|-----|------------|--|-------------------------------|
| Develop a volunteering toolkit which encourages a<br>positive volunteering environment, breaking down<br>the barriers which may prevent individuals from<br>volunteering or organisations from hiring volunteers. | Involve volunteers and<br>organisations in the<br>production of the<br>toolkit.<br>Production and<br>dissemination of the<br>Volunteering Toolkit | 1, 2, 3, 4<br>and 5 |     | April 2017 | London<br>Borough of<br>Havering<br>Community<br>Development<br>Team |                               |
| Follow up appropriately with volunteers to ensure<br>that placements continue to meet the needs of both<br>them and their host organisation   | 300 volunteer follow up<br>reviews conducted<br>during 2016/17<br>500 volunteer follow up<br>reviews conducted in<br>2017/18                      | 1, 3 and 6          |     | March 2018 | Havering<br>Volunteer<br>Centre                                      |                               |

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## Appendix 2: Equality Impact Assessment (EIA) template

## Equality Impact Assessment (EIA)

#### **Document control**

| Title of activity:         | Volunteer Strategy 2016-2021   |
|----------------------------|--|
| Type of activity:          | The document is a framework for developing volunteering<br>across the voluntary, public and private sectors in Havering.<br>The long term vision for this strategy is to ensure that<br>communities are resilient and are supported by an effective<br>and sustainable voluntary community sector. We aim to<br>promote the concept of local people helping their local<br>communities through volunteering. This strategy will support<br>the aims of the Voluntary Sector Strategy that was approved by<br>the Cabinet in June 2015. |
| Lead officer:              | Jerry Haley – Senior Community Safety and Development Officer  |
| Approved by:               | Savinder Bhamra – Corporate Diversity Advisor  |
| Date completed:            | July 30 <sup>th</sup> 2016   |
| Scheduled date for review: | March 2021   |

| 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**

## About your activity

| 1  | Title of activity  | Volunteer Strategy 2016 - 2021   |
|----|--|--|
| 2  | Type of activity   | Strategy   |
| 3  | Scope of activity  | The document is a framework for developing volunteering<br>across the voluntary, public and private sectors in<br>Havering. The long term vision for this strategy is to<br>ensure that communities are resilient and are supported<br>by an effective and sustainable voluntary community<br>sector. We aim to promote the concept of local people<br>helping their local communities through volunteering.<br>This strategy will support the aims of the Voluntary Sector<br>Strategy that was approved by the Cabinet in June 2015. |
| 4a | Is the activity new or changing?   | This is a new strategy,  |
| 4b | Is the activity likely to<br>have an impact on<br>individuals or groups? | Yes  |
| 5  | If you answered yes:   | Please complete the EIA on the next page.  |
| 6  | If you answered no:  |  |

| Completed by: | S Bhamra – Corporate Diversity Advisor |
|---------------|--|
| Date:         | July 2016                              |

## 2. Equality Impact Assessment

### The EIA

#### Background/context:

This EIA is written to support the Volunteer Strategy 2016-21. The strategy is a key document outlining how the local authority will work in partnership with the voluntary and community sector (VCS) over the next five years to develop and promote volunteering within the borough. It aims to provide a way forward by detailing the current volunteering picture and future aspirations for volunteering within Havering.

The strategy provides an overview of the VCS, addresses the local needs for volunteering, and highlights how best to achieve these needs. It also focuses on how the VCS plays an important role in shaping public service delivery, addressing inequalities and the contribution made to developing a prosperous and cohesive community.

| Please tick (✓)<br>the relevant box: |   | Overall impact:   |
|--------------------------------------|---|---|
| Positive                             | x | There is evidence to suggest that a large number of volunteers are from the 15–24 age range and the 45-55 age range, thereby dispelling   |
| Neutral                              |   | the perception that may exist that volunteering is an activity which is<br>only undertaken predominantly by older people. However it is   |
|                                      |   | recognised there are gaps in information provision and especially in the need to provide information to encourage a wider age range to participate in volunteering.   |
|                                      |   | The outcomes and objectives within the strategy are intended to promote volunteering across all age ranges. This includes targeted events aimed at all age ranges.  |
| Negative                             |   | The action plan includes an action to gather more detailed<br>demographic data about the volunteers active in the borough as part of<br>this monitoring and review process. The information obtained should<br>be used to revise the EIA accordingly. |
|                                      |   | As the benefits of volunteering are experienced by all communities<br>then any steps that are taken to encourage volunteering are<br>deemed to be positive.   |

At this point there is no evidence to determine if the strategy will have an actual negative or positive impact on people of any individual protected characteristic. As the strategy is embedded and demographic information collected, a more informed judgment as to the impact across all protected characteristics will be available.

### Sources used:

Compact Voluntary Sector Strategy Demand Management Strategy

| -                               | Disability: Consider the full range of disabilities; including physical mental, sensory and |   |  |  |  |
|---------------------------------|---|---|--|--|--|
| progressive of                  |   |   |  |  |  |
| Please tick (<br>the relevant l | ,   | Overall impact:   |  |  |  |
| Positive                        | x   | There is a risk that volunteering opportunities may not be as accessib<br>as we would wish for disabled people. There may also be a lack  |  |  |  |
| Neutral                         |   | volunteering opportunities suitable for disabled people, especial where disability is mobility and sensory related, and in relation to thos with a learning disability.   |  |  |  |
|                                 |   | The strategy clearly indicates that it will seek where possible to<br>encourage disabled people to take up volunteering opportunities and<br>this is seen as a positive step.   |  |  |  |
|                                 |   | The current Equality Act does not confer rights on volunteers therefore<br>any reasonable adjustments made due to disability are made with the<br>good will of the organisation in creating the volunteering opportunity.<br>Care must be taken to ensure that creating an inclusive volunteering<br>opportunity does not create or infer employer or employee rights on the<br>organisation, as volunteers are not employees.  |  |  |  |
| Negative                        |   | A key role of the Volunteer Centre, as stated in the strategy, is to<br>match individuals seeking to do voluntary work with voluntary<br>organisations who are seeking to recruit volunteers. These 'services'<br>and 'facilities' clearly come within the statutory provisions that prohibit<br>discrimination when providing goods, facilities and services to the<br>public. Therefore, it is essential that Volunteer Centres ensure that<br>they do not discriminate. This may require the Volunteer Centre to<br>change any practices, policies or procedures, or the physical features<br>of premises, if they make it impossible or unreasonably difficult for<br>disabled people to use or access a service. |  |  |  |
|                                 |   | The Volunteer Centre's premises are open to visitors from the general<br>public and reasonable steps have been taken to ensure that the<br>service is accessible for all potential users. The Volunteer Centre will<br>also take appropriate action to promote fair and equal access and<br>equality of opportunity to all.   |  |  |  |
|                                 |   | The recruitment, marketing and communications activity that forms part<br>of the overall strategy will ensure that the diversity requirements of<br>disabled people are met.  |  |  |  |
|                                 |   | At present there is no evidence available to determine the number of volunteers across the Borough who are disabled. The action plan includes an action to gather more detailed demographic data about the volunteers active in the borough as part of this monitoring and review   |  |  |  |

|                                      |                   | process. The information obtained should be used to revise the EIA accordingly.   |
|--------------------------------------|-------------------|---|
| Evidence:                            |                   |   |
| negative or<br>more detaile          | positi<br>ed info | The is no evidence to determine if the strategy will have an actual ve impact on people with disabilities. As the strategy is embedded and prmation is collected, a more informed judgment as to the impact across acteristics will be available. |
| Sources use                          | ed:               |   |
| Compact<br>Voluntary Se<br>Demand Ma |                   | Strategy<br>ment Strategy   |

| Please tick (✓)<br>the relevant box: |   | Overall impact:   |
|--------------------------------------|---|---|
| Positive                             | x | There is the potential for an unequal balance between male/ female volunteers. The use of community /volunteering ambassadors and   |
| Neutral                              |   | targeted recruitment activity may help to redress the balance between the numbers of male and female volunteers.  |
| Negative                             |   | Developing volunteering opportunities that are tailored to both<br>individual and organisational need could provide the opportunity for<br>skills development thereby allowing people to (re) enter the labour<br>market. Traditionally caring responsibilities are undertaken by women<br>who may find themselves out of the labour market in order to fulfill their<br>caring commitments. Care should be taken that, in providing training<br>for volunteers, as wide an audience as possible is able to participate,<br>for example, by ensuring that timings of courses do not conflict with<br>school holidays. |
|                                      |   | The outcomes and objectives within the strategy are intended to<br>promote volunteering across genders and this is seen as a positive<br>step. The action plan will require monitoring and the outcomes relating<br>to gender should be included as part of the review. The information<br>obtained should be used to revise the EIA accordingly.   |

At this point there is no evidence to determine if the strategy will have an actual negative or positive impact. As the strategy is embedded and information collected then a more informed judgement as to the impact across all protected characteristics will be available

### Sources used: Compact Voluntary Sector Strategy Demand Management Strategy

| Ethnicity/rac  | Ethnicity/race: Consider the impact on different ethnic groups and nationalities |   |  |  |  |
|--|--|---|--|--|--|
| Please tick (•<br>the relevant b   |  | Overall impact:   |  |  |  |
| Positive   | x  | There is no evidence available to determine the ethnicity of volunteers with the Borough. There is the potential to have reduced levels of recruitment  |  |  |  |
| Neutral  |  | involvement of people from BME groups. The use of community / volunteering<br>ambassadors and targeted recruitment activity may help to increase the<br>numbers of BME volunteers.  |  |  |  |
|  |  | It is recommended that any equalities monitoring should be reviewed and used to inform further activity.  |  |  |  |
| Negative   |  | The action plan will require monitoring and the outcomes relating to ethnicity<br>should be included as part of the review. The information obtained should be<br>used to revise the EIA accordingly. However as the benefits of volunteering<br>are experienced by all communities then any steps that are taken to<br>encourage volunteering are deemed to be positive. |  |  |  |
| <b>Evidence:</b><br>At this point there is no evidence to determine if the strategy will have an actual negative or positive impact. As the strategy is embedded and information collected then a more informed judgement as to the impact across all protected characteristics will be available. |  |   |  |  |  |
| Sources used:  |  |   |  |  |  |
| -  | Compact<br>Voluntary Sector Strategy<br>Demand Management Strategy               |   |  |  |  |

| <b>Religion/faith:</b> Consider people from different religions or beliefs including those with no religion or belief |   |  |  |  |
|---|---|--|--|--|
| Please tick (<br>the relevant   | , | Overall impact:  |  |  |
| Positive  | x | There is no information available to determine the religion / faith of volunteer across the Borough. However work with the Volunteer Centre has highlighte   |  |  |
| Neutral   |   | that there are there several opportunities for volunteering within faith based organisations.  |  |  |
| Negative  |   | Where volunteering opportunities arise it is the responsibility of the individual to discuss with the host organisations their personal needs. For instance, |  |  |

| special dietary arrangements, prayer facilities, separation of or limited contact<br>between male / female volunteers may be required by volunteers of some<br>faiths.  |
|---|
| There should also be discussions about safety and security and the host organisations should detail all their policies in relation to bullying and harassment. The recruitment campaigns should ensure the need to be inclusive of all faiths across Havering.  |
| The action plan requires monitoring and the outcomes relating to religion / faith. The information obtained should be used to revise the EIA accordingly. However as the benefits of volunteering are experienced by all communities then any steps that are taken to encourage volunteering are deemed to be positive. |

At this point there is no evidence to determine if the strategy will have an actual negative or positive impact. As the strategy is embedded and information collected then a more informed judgement as to the impact across all protected characteristics will be available

#### Sources used:

Compact Voluntary Sector Strategy Demand Management Strategy

| Sexual orier                  | ntatio | n: Consider people who are heterosexual, lesbian, gay or bisexual   |
|-------------------------------|--------|---|
| Please tick (<br>the relevant | ,      | Overall impact:   |
| Positive                      | x      | There is a risk that members of the lesbian, gay, transgender and bisexual (LGBT) community may not be recruited as volunteers, and of unequal  |
| Neutral                       |        | treatment / lack of understanding of issues affecting people who are LGBT whilst volunteering.  |
| Negative                      |        | There is no information available to determine the sexual orientation of volunteers across the Borough. It is important to ensure that, if the volunteer has not disclosed his/her sexual orientation, any placement will not force or inadvertently 'out' the volunteer without their consent. The potential volunteer will need to discuss if the placement is a safe environment, and what steps to take should any issues arise. If required, they will be encouraged to discuss with the host organisation their equal opportunity policies for volunteers. The action plan requires monitoring and the outcomes relating to increasing volunteering across the LGBT community as part of the review. The information obtained should be used to revise the EIA accordingly. However as the benefits of volunteering are experienced by all communities then any steps that are taken to encourage volunteering are deemed to be positive. |

At this point there is no evidence to determine if the strategy will have an actual negative or positive impact. As the strategy is embedded and information collected then a more informed judgement as to the impact across all protected characteristics will be available

#### Sources used:

Compact Voluntary Sector Strategy Demand Management Strategy

|                                       |         | nent: Consider people who are seeking, undergoing or have received gender<br>ery, as well as people whose gender identity is different from their gender at  |
|---------------------------------------|---------|--|
| Please tick (                         | )       | Overall impact:  |
| the relevant l                        | box:    |  |
| Positive                              |         | Gender reassignment is a personal, social, and sometimes medical process<br>by which a person's gender presentation (the way they appear to others) is   |
| Neutral                               | x       | changed. Anyone who proposes to, starts or has completed a process to change his or her gender is protected from discrimination under the Equality Act.  |
|                                       |         | Any placement will need to ensure that should any issues arise the organisation has policies and procedures in place to support the volunteer if they experience bullying and harassment.  |
| Negative                              |         | There is insufficient information to determine the impact of the strategy on the protected characteristic of gender reassignment. The action plan will require monitoring to ensure that it is inclusive of all communities and under-represented groups across Havering. The information obtained should be used to revise the EIA accordingly. |
| positive impa                         | ict. As | is no evidence to determine if the strategy will have an actual negative or<br>s the strategy is embedded and information collected then a more informed<br>e impact across all protected characteristics will be available  |
| Sources use                           | ed:     |  |
| Compact<br>Voluntary Se<br>Demand Mar |         |  |

| Marriage/ci  | vil par   | tnership: Consider people in a marriage or civil partnership   |  |  |  |
|--|---|--|--|--|--|
| Please tick (<br>the relevant                                      |   | overall impact:  |  |  |  |
| Positive   | x   | There is no evidence available to determine the marital status of volunteers<br>however there is not considered to be any adverse impact on this particular  |  |  |  |
| Neutral  |   | protected characteristic as a result of implementing this strategy. However as<br>the benefits of volunteering are experienced by all communities then any<br>steps that are taken to encourage volunteering are deemed to be positive |  |  |  |
| Negative   |   | stops that are taken to choolinge volunteening are deemed to be positive   |  |  |  |
| positive imp   | At this point there is no evidence to determine if the strategy will have an actual negative or positive impact. As the strategy is embedded and information collected then a more informed judgement as to the impact across all protected characteristics will be available |  |  |  |  |
| Sources us   | ed:   |  |  |  |  |
| Compact<br>Voluntary Sector Strategy<br>Demand Management Strategy |   |  |  |  |  |

| <b>Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave |            |  |  |  |  |  |
|---|------------|--|--|--|--|--|
| Please tick (   | <b>v</b> ) | Overall impact   |  |  |  |  |
| the relevant  | box:       |  |  |  |  |  |
| Positive  | x          | There is no evidence to determine the extent of volunteering undertaken by women who are pregnant, breast feeding or whilst on paternity leave.  |  |  |  |  |
| Neutral   |            | ikewise, there is no evidence currently to determine the level of volunteering ndertaken by fathers on paternity leave. Given that the decision to partake volunteering is entirely personal then any issues relating to this protected  |  |  |  |  |
| Negative  |            | characteristic will need to be dealt with on a case by case basis. Appropriate guidance and policies should be in place to assess risks to protect the safety and welfare of volunteers who are / may be pregnant or breast feeding.<br>However as the benefits of volunteering are experienced by all communities then any steps that are taken to encourage volunteering are deemed to be positive |  |  |  |  |

At this point there is no evidence to determine if the strategy will have an actual negative or positive impact. As the strategy is embedded and information collected then a more informed judgement as to the impact across all protected characteristics will be available

#### Sources used:

Compact Voluntary Sector Strategy Demand Management Strategy

| backgrounds   |      | status: Consider those who are from low income or financially excluded   |
|---------------|------|--|
| Please tick ( | )    | Overall impact:  |
| the relevant  | box: |  |
| Positive      | x    | There is no data currently available on the socio-economic status of volunteers in Havering  |
| Neutral       |      | The strategy provides for a range of opportunities for those who may not be in current employment. It will provide access to a range of opportunities which  |
| Negative      |      | The recruitment and marketing strategy will ensure that opportunities for<br>volunteering are publicised as widely as possible through partners and other<br>agencies.<br>As volunteers are not employees and receive only out of pocket expenses<br>there should be no impact upon benefits - thereby not disadvantaging people<br>financially. |
|               |      | As the benefits of volunteering are experienced by all communities then any steps that are taken to encourage volunteering are seen as positive.   |

There is no data currently available on the socio-economic status of volunteers in Havering. As the strategy is embedded and information collected then a more informed judgement as to the impact across all protected characteristics will be available

#### Sources used:

Compact Voluntary Sector Strategy Demand Management Strategy

### Action Plan

| Protected characteristic | Identified<br>negative impact   | Action taken to mitigate impact*   | Outcomes and<br>monitoring**   | Timescale  | Lead officer                  |
|--------------------------|---|--|--|------------|-------------------------------|
| Disability               | Lack of physical<br>access to<br>volunteering<br>opportunities  | Develop a variety<br>of volunteering<br>opportunities<br>suitable for<br>volunteers with<br>disabilities   | Monitor and review the<br>number of volunteering<br>opportunities and their<br>suitability for disabled<br>volunteers.<br>If necessary, when<br>developing such<br>opportunities, examine the<br>feasibility of providing<br>equipment necessary for<br>access. e.g. minicom;<br>adapted software, signage,<br>lighting etc. | March 2018 | Community<br>Development Team |
| Religion and faith       | Recruitment and<br>publicity<br>campaigns to be<br>devised to target<br>communities under<br>represented or<br>socially excluded. | Publicity and<br>recruitment<br>campaigns to be<br>designed that will<br>be regularly re-<br>assessed to take<br>into account gaps<br>within the volunteer<br>groups for people<br>from under-<br>represented<br>sections of the<br>community. | Suitable numbers of<br>volunteers with appropriate<br>skills recruited to fill<br>identified gaps.<br>A volunteer profile that<br>matches that of the<br>population.   | March 2018 | Community<br>Development Team |

| Protected characteristic | Identified<br>negative impact   | Action taken to mitigate impact*   | Outcomes and<br>monitoring**   | Timescale  | Lead officer                  |
|--------------------------|---|--|--|------------|-------------------------------|
|                          |   | Gather information<br>to identify gaps<br>using the equal<br>opportunities<br>monitoring form  |  |            |                               |
| LGBT                     | Recruitment and<br>publicity<br>campaigns to be<br>devised to target<br>communities under<br>represented or<br>socially excluded. | Publicity and<br>recruitment<br>campaigns to be<br>designed that will<br>be regularly re-<br>assessed to take<br>into account gaps<br>within the volunteer<br>groups in people<br>from under-<br>represented<br>sections of the<br>community.<br>Information to<br>identify gaps to be<br>gathered using the<br>equal opportunities<br>monitoring form | Suitable numbers of<br>volunteers with appropriate<br>skills recruited to fill<br>identified gaps.<br>A volunteer profile that<br>matches that of the<br>population. | March 2018 | Community<br>Development Team |
| Sex                      | Recruitment and<br>publicity<br>campaigns to be<br>devised to target<br>communities under<br>represented or                       | Publicity and<br>recruitment<br>campaigns to be<br>designed that will<br>be regularly re-<br>assessed to take  | Suitable numbers of<br>volunteers with appropriate<br>skills recruited to fill<br>identified gaps.<br>A volunteer profile that                                       | March 2018 | Community<br>Development Team |

| Protected characteristic | Identified<br>negative impact   | Action taken to mitigate impact*  | Outcomes and<br>monitoring**   | Timescale  | Lead officer                  |
|--------------------------|---|---|--|------------|-------------------------------|
|                          | socially excluded.  | into account gaps<br>within the volunteer<br>groups in people<br>from under-<br>represented<br>sections of the<br>community.<br>Information to<br>identify gaps to be<br>gathered using the<br>equal opportunities<br>monitoring form   | matches that of the population.  |            |                               |
| Gender<br>reassignment   | Recruitment and<br>publicity<br>campaigns to be<br>devised to target<br>communities under<br>represented or<br>socially excluded. | Publicity and<br>recruitment sub<br>group to design<br>and activate<br>campaigns that will<br>be regularly re-<br>assessed to take<br>into account gaps<br>within the volunteer<br>groups in people<br>from under-<br>represented<br>sections of the<br>community.<br>Information to<br>identify gaps to be<br>gathered using the | Suitable numbers of<br>volunteers with appropriate<br>skills recruited to fill<br>identified gaps.<br>A volunteer profile that<br>matches that of the<br>population. | March 2018 | Community<br>Development Team |

| Protected characteristic | Identified<br>negative impact | Action taken to mitigate impact*       | Outcomes and<br>monitoring** | Timescale | Lead officer |
|--------------------------|-------------------------------|--|------------------------------|-----------|--------------|
|                          |                               | equal opportunities<br>monitoring form |                              |           |              |

## Agenda Item 8



| CADINET                              |  |
|--------------------------------------|--|
| CABINET<br>14 December 2016          |  |
| Subject Heading:                     | Integration of Reablement and Rehabilitation   |
| Cabinet Member:                      | Councillor Wendy Brice-Thompson,<br>Cabinet Member for Adult Services and<br>Health  |
| CMT Lead:                            | Barbara Nicholls, Director of Adults<br>Services   |
| Report Author and contact details:   | Keith Cheesman, Interim Head of<br>Integration<br>keith.cheesman@havering.gov.uk<br>01708 433742   |
| Policy context:                      | <ul> <li>Supports priorities in the Joint Health &amp; Wellbeing Strategy:</li> <li>Better integrated support for people most at risk</li> <li>Quality of services and patient experience</li> </ul> |
| Financial summary:                   | To arrange for the contract for a new joint<br>Reablement and Rehabilitation service to<br>be commissioned for a period of 12<br>months at a cost of c£1.5m pa, funded<br>from the Better Care Fund  |
| Is this a Key Decision?              | YES - Expenditure or saving (including anticipated income) of £500,000 or more   |
| When should this matter be reviewed? | 6 months following mobilisation  |
| 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 | []  |
|--|-----|
| People will be safe, in their homes and in the community     | [X] |
| Residents will be proud to live in Havering                  | []  |

#### SUMMARY

The London Borough of Havering (LBH) have worked in partnership with Havering Clinical Commissioning Group (CCG) and North East London Foundation Trust (NELFT) to design a new integrated Reablement and Rehabilitation service. This is an excellent opportunity to re-design how reablement and rehabilitation are delivered to remove duplication in the system and ensure a joined up approach for the service user. The new model is expected to enhance the quality and effectiveness of the service and therefore be of benefit to service users, supporting them to remain independent in their own home.

The chosen procurement route is a Prior Information Notice (PIN) for a period of 35 days, if there is no interest from other providers in the market then a Voluntary Ex Ante Transparency Notice (VEAT) will be issued with a direct contract award to NELFT. If other suitable providers do express interest, the process will switch to a full procurement exercise and Cabinet will be asked to consider the outcome of the tender process before award of contract.

The contract will be awarded for a period of 12 months allowing a full procurement process to take place.

The cost of the new integrated service will be met from existing budgets and the use of BCF funding.

RECOMMENDATIONS

In consideration of the content of this report, Cabinet is asked to:

- **Approve** the waiver of the Council's Contract Procedure Rules to allow the direct award of a Reablement contract to NELFT, if no other bidders respond to the Council's PIN notice;
- Agree to authorise the Director of Adult Services, in consultation with the Directors of Finance, HR & OD and Legal and Governance to finalise contractual arrangements with NELFT, should no other bidders respond to the Council's PIN Notice ensuring that all TUPE issues are dealt with accordingly to give effect to the new arrangement;
- **Agree** that the new model should be mobilised as soon as possible following contract award
- **Approve** the Director of Adult Services, after consultation with the Director of Legal and Governance to finalise arrangements to negotiate the early

termination of the current contract with Family Mosaic, in accordance with the terms and conditions of the contract.

#### **REPORT DETAIL**

#### 1. Background

On 5<sup>th</sup> September 2016 an Executive Decision was taken by the Director of Adult Services to approve the following:

- The council will enter into formal discussions with NELFT to design a new integrated Reablement and Rehabilitation service.
- The Family Mosaic (FM) Reablement contract will be terminated early in accordance with clause 29.1 subject to agreement being reached with NELFT regarding the specification of the new service and costs and terms of the varied contract.
- LBH will enter into discussions with Havering CCG to agree the approach and prospective service design.

#### 2. Service Design

LBH have engaged with all partner organisations to agree a new service model for the integrated reablement and rehabilitation service. Key stakeholders include:

- NELFT
- Family Mosaic
- Havering CCG
- Barking Havering & Redbridge University Hospitals NHS Trust (BHRUT)
- Service users

LBH have hosted a series of workshop sessions that have mapped the current pathways and explored in detail the opportunities for integration across the services. In addition to this Adult Social Care (ASC) commissioning staff have met with FM management fortnightly to manage this process, this has included detailed discussions regarding the current model and key learning points for the future. FM have been very supportive of the process.

FM entered a consultation period with their staff on 12th September. As part of this process the staff were notified that the contract was likely to terminate early and LBH were working in partnership with Family Mosaic and NELFT to explore the possibility of NELFT delivering an integrated service as a single provider. They were informed that if LBH reach an agreement with NELFT regarding the new service model and contractual terms then the staff would transfer to NELFT under TUPE. There would be no redundancies for Family Mosaic staff as part of the transfer.

NELFT have attended staff Q&A sessions with FM and the response from staff has been very positive. They are welcoming the changes and are pleased that the model is being considered carefully by LBH. Operational staff attended the design sessions and in their input was invaluable when identifying issues with the current service and suggesting changes for the new model.

#### 3. The case for change

The mapping of the current pathways for both services highlighted more duplication and fragmentation than originally thought, particularly if a patient is referred for both reablement and rehabilitation as part of a hospital discharge process:

- Four assessments by three different organisations
- Two separate referral routes reablement referred via the Joint Assessment and Discharge Team (JAD) and Integrated Rehabilitation Service (IRS) referred via telephone triage. This results in duplication for the acute therapists.
- At the point the person has been discharged and is receiving support at home they will have had four different care planning documents produced.
- IRS and FM staff will be working to two different care plans with potentially a different set of goals, staff will only be aware of the other organisation delivering care/support if they come across each other in the patients home.

Engagement with staff has highlighted that the way the current service is contracted and delivered limits its success:

- Visits are usually limited to 30 minutes this restriction does not allow for a 'reabling' approach especially in the mornings.
- The review process doesn't encourage earlier reviews with a social worker if it is clear the service user does not have reablement potential – this has had a negative impact on Family Mosaic's capacity to meet demand.

As part of the consultation for the Accountable Care System work with 3,007 public and 742 staff in summer 2016, there is clear desire for greater integration of services. 72% of public responses said they think closer working among health and social care professionals in their area will make the health and care services they receive better. Almost a third indicated that they are confused about the different health and social care services available in their local area. Those with Long Term Conditions, who have greater need for services, are the most confused about what services are available to them locally, with people feeling most confused regarding social care service. The conclusions of the Ipsos MORI research findings report indicate that:

- People want a more responsive, joined up system that delivers timely care closer to their homes
- Residents recognise the positives of more integrated working

#### 4. The New Model

The overarching principles are:

• Integrated rehabilitation and reablement service provided by NELFT

- Options for rehabilitation only, reablement only or a combination of both services to achieve the goals identified at assessment.
- Access to the service via hospital discharge and from the integrated locality teams and the Community Treatment Team as a preventative model
- Single point of referral and triage in the hospital following one assessment from acute therapy staff
- Aligned assessment process for rehabilitation and reablement resulting in a single goal orientated care plan
- Service delivered by a range of staff with a varied skill set rehabilitation assistants, therapists reablement staff, health care assistants
- Flexible review process progress against goals continually reviewed and joint reviews with therapists and social workers as required.
- Stronger links with the community locality teams, care will be transitioned from the 'Intermediate Care' tier to the community.

The integration of the reablement and rehab services will not result in any change in the criteria for access to the service and therefore does not require service specific public consultation. The changes being made as part of the integration are process improvements ensuring a more streamlined experience for the service user. A change of service provider does not require public consultation.

#### 5. Outcome Measures

The current contract is commissioned by the number of hours delivered but that is not the approach that will be taken with the new contract. Activity will be monitored by the number of people going through reablement and the focus of performance will be the outcomes of the individuals receiving the service. All service users will have a number of goals/outcomes agreed as part of the assessment process, achievement against these outcomes will be reported on an individual basis as agreed with the provider.

In addition to the individual goals, there will be a range of outcome based measures in the contract which are aligned to the ASC outcomes framework including:

- Number of people reaching 50%, 75%, 100% of their goals
- Service user satisfaction perception of reaching goals and feeling enabled to live independently at home
- Number of people admitted/re-admitted to hospital during the period of reablement
- Number of people admitted to hospital within 91 days following the end of the reablement period
- Number of people requiring long term package of care following reablement
- Carer feedback number of carers who report that they have been included or consulted in discussions about the person they care for

### 6. Benefits

The key benefits of commissioning and delivering reablement as an integrated service with rehab are:

- Reduction in duplication across the system from the assessment in the hospital to the review process at the end of service period
- One assessment and care planning process for those requiring both services
- Reablement and rehab staff working towards the same goals/outcomes with the service user increasing the likelihood of them being achieved
- The single referral point for triage will support the hospital discharge process
- Relationships will be strengthened across social workers. Reablement and IRS therapy staff resulting in improved communication and a move towards a trusted assessor approach
- There will be significant opportunity for cross organisational learning and the reablement staff will be integrated into the therapy team resulting in an improved quality of service
- Occupational therapists will add significant value to the reablement team in terms of assessment and goal setting.
- ✓ Drive towards outcomes will ensure every session with service users is focused towards them achieving their goals, reducing dependence and the need for support

#### 7. Contractual Process

Officers considered a number of options for the re-provision of this service and have concluded that the most effective service would be the integrated approach proposed. By choosing to integrate with rehabilitation services, and to avoid duplicate rehab services operating in the same geographic area through different providers, it was decided that it would be most expedient to contract NELFT either directly or via the block contract held by the CCG. It is also believed that it is not in the best interests of patients to fragment that provision from the other community health services.

Although reablement is jointly funded via BCF monies the current service is commissioned directly by LBH and the contract is between LBH and FM.

BHR CCGs commission the Intensive Rehabilitation Service (IRS) as a part of the large block contract with NELFT and the specification is detailed within the 'intermediate services' section.

We have consulted with the North East London Commissioning Support Unit (NELCSU), the CCG and LBH procurement regarding the contractual options.

The chosen procurement route is to issue a Prior Information Notice (PIN) for a period of 35 days, if there is no interest from other providers in the market then a Voluntary Ex Ante Transparency Notice (VEAT) will be issued with a direct contract award to NELFT.

The contract will be awarded for a period of 12 months allowing a full procurement process to take place.

LBH will retain full control of the performance monitoring of the contract and will liaise directly with NELFT regarding monthly performance information.

If other suitable providers do express interest, the process will switch to a full procurement exercise and Cabinet will be asked to consider the outcome of the tender process before award of contract.

#### 8. Cost

The cost of the FM contract originally was £1,609,400 per annum but in light of difficulties in fulfilling contracted hours there has been a reduction in cost, enacted through a variation of contract to £1,413,947in 16/17. Directly as a consequence of the capacity difficulties, additional homecare support ('emergency reablement') is being commissioned at a cost of c£260k in the year to October 2016, bringing the total annual cost of reablement to £1.60-1.67m. Family Mosaic are re-paying a proportion of the money associated with the undelivered hours, but this is not sustainable.

The cost of the new contract is set out below. The pricing has been provided over three years, although the contract term is for two years.

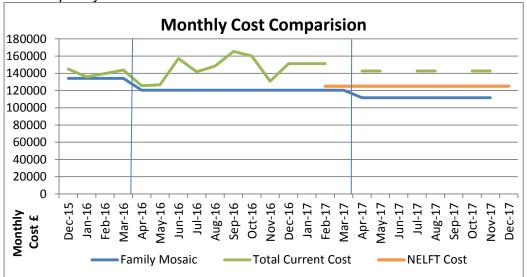
| 12 months cost            |            |            |            |            |
|---------------------------|------------|------------|------------|------------|
| (assumes start date       |            |            |            |            |
| 1 <sup>st</sup> Feb 2017) | yr1        | yr2        | yr3        |            |
|                           |            |            |            |            |
|                           | £1,500,467 | 1,529,819  | 1,583,711  |            |
|                           |            |            |            |            |
| Financial Year            | 16/17      | 17/18      | 18/19      | 19/20      |
|                           | £250,078   | £1,505,359 | £1,538,801 | £1,319,759 |

The contract cost agreed for the new service of £1.5m includes an increase in the capacity of circa 30% and the requirement for a same-day response from NELFT which will support emerging requirements to manage the majority of discharges via the "Discharge to Assess" model while at the same time marginally reducing the overall cost of the current service. The Adult Social Care budget however will not reflect savings as the reduction in overall cost will reduce the budget pressure resulting from the unbudgeted emergency reablement costs.

The service is funded from the Better Care Fund (BCF) Section 75 Pooled Fund Agreement; the BCF is jointly funded by LBH and Havering CCG and the reablement service is specifically jointly funded on a 50:50 basis. Under the terms of the Section 75 currently, LBH draws down on the S75 pool to pay for the contract; this would switch to the CCG drawing it down in the future if they were to award the contract.

Although this contract is not for a specified number of hours, the notional effective rate per hour for care will reduce from £30.95 to £24.60.

Taking into account the block contract value and the additional spend on Emergency Reablement, the new service will represent an increase in contract cost but a reduction in overall spend. The staff capacity has been increased from c39FTE to c50FTE and the additional capacity in the new service is expected to remove the need for the emergency reablement capacity.



As described above, the service is currently funded jointly by Havering CCG and LBH from within the Better Care Fund section 75 pool. The Better Care Fund plan and pool will be reviewed according the schedule prescribed by NHS England.

The Adult Social Care budget will not reflect savings as the reduction in overall cost will reduce the budget pressure resulting from the unbudgeted emergency reablement costs.

#### 9. Savings and Efficiencies

Although no savings have been expressly identified as part of the recommissioning of the service, it is anticipated that the improved service would enable the delivery of cost reductions within the Home Care expenditure. There is national evidence to suggest that the majority of reablement service users have a positive functional outcome following the intervention. The National Audit of Intermediate Care (NAIC) 2015 evidenced that 75% of people maintained their dependency level upon discharge when compared to the pre hospital level. For intermediate care and reablement services in particular success is determined predominantly by improved outcomes, level of dependency and patient reported experience and outcomes (PREM and PROM).

The University of York Social Policy Research Unit and the University of Kent Personal Social Services Research Unit carried out a longitudinal study exploring longer term impact of Reablement. The outcome demonstrated a significant decrease in social care service use for reablement service users compared to home care. The costs of social care services used by the reablement cohort during the 12 months post discharge were 60% less than the costs of social care for people not receiving reablement. Whilst this is positive, the value of the data is limited due to it being based on a small number of service users. There is limited data nationally regarding reductions in homecare costs as a direct result of reablement and it is therefore not straightforward to demonstrate the relationship between investment and cost.

The reablement service is representative of Havering's demand management strategy and it is expected that there will be a positive impact on demand for homecare from the new service compared to the previous one. We have taken learning from our experience and responded to national policy initiatives to integrate reablement and rehabilitation into a single service which is an exciting development and puts Havering at the forefront of the integration agenda in this field. The current reablement service commissioned by LBH is resulting in 46% of people not requiring further care. In other areas figures up to 60% have been reported and we will be aspiring to improve. It should be noted however that these figures can also be influenced by the type of case that comes through the reablement service, their original complexity and their likelihood of recovery, illustrating the difficulty in coming up with categorical evidence of comparative impact. However with a throughput of 1,300 people a year in Havering, there is an opportunity to make a significant impact on avoiding or diminishing the need for longer term homecare support.

Whilst it is acknowledged that there are challenges with relating a successful reablement intervention with a cost reduction, every effort will be made to understand the impact of the service.

There will be a number of performance measures, monitored closely to determine the impact that will be applied to different cohorts of people that have gone, or will go, through different pathways, including:

- a. Those who have received standard homecare (with no reablement)
- b. Those who received reablement from Family Mosaic 2016/17
- c. Those receiving support from the new reablement service

A cost comparison will be made between the cohorts to establish the impact the new reablement service is having. In addition to this, level of dependency prior to the intervention will be compared to the dependency level post reablement intervention. Performance measures, activity and cost will be monitored monthly and ASC will work closely with finance colleagues to use the available information to determine impact.

#### **REASONS AND OPTIONS**

Reasons for the decision:

The Care Act 2014 (Part 1, Section 3) requires that Local Authorities exercise their functions with a view to ensuring the integration of care and support provision with health provision and health-related provision where it considers that this would:

(a) promote the well-being of adults in its area with needs for care and support and the well-being of carers in its area,

(b) contribute to the prevention or delay of the development by adults in its area of needs for care and support or the development by carers in its area of needs for support, or

(c) improve the quality of care and support for adults, and of support for carers, provided in its area (including the outcomes that are achieved from such provision).

Reablement services are provided under a statutory duty in Section 2 of the same Act which stipulates that Local Authorities must provide or arrange services, resources or facilities that maximise independence for those already with such needs, for example, interventions such as rehabilitation/reablement services

This decision is necessary to enable the Council to commission a new integrated Reablement and Rehabilitation service in partnership with Havering CCG through the mechanism of the Better Care Fund. This is an excellent opportunity to re-design how reablement and rehabilitation are delivered to remove duplication in the system and ensure a joined up approach for the service user. The new model is expected to enhance the quality and effectiveness of the service and therefore be of benefit to service users, supporting them to remain independent in their own home. Finally, the revised service model is expected to enable the Council to respond to emerging models of hospital discharge processes and a drive towards prevention in the community.

#### Other options considered:

#### 1. Do Nothing

This was not deemed as a viable option due to:

- There will be continued lack of capacity resulting in pressures on the rest of the market, this impacts LBH's ability to support effective discharge processes.
- There will be a continued requirement for emergency reablement which will result in financial pressure of approximately £260k until the end of the current reablement contract next November
- People who are eligible for reablement are not receiving it due to lack of capacity

# 2. Undertake full procurement process to re tender the reablement service

This option was considered and although it would provide an opportunity to re-design and re-commission the service there were some significant limitations:

- A full procurement process could take up to 8-12 months which would mean that LBH would still suffer the effects of the lack of capacity
- Commissioning a reablement service independently of the rehab service would mean that we continue to have a fragmented service resulting in duplication and inefficiencies across the system.

# 3. Undertake full procurement process to re-tender the reablement service as a joint, integrated service with rehabilitation

This option was considered but was not deemed viable because NELFT are currently providing all community services across BHR including rehabilitation. It would therefore not be advisable to commission a separate provider to deliver the rehab element if it was integrated with reablement. NELFT would be unable to bid for the tender as a separate integrated service because of the way they are contracted by the BHR CCGs.

IMPLICATIONS AND RISKS

#### Financial implications and risks:

The increased cost of the recommissioned service will be met from existing budgets and the use of BCF funding, with additional benefits of anticipated savings in future domiciliary care expenditure (currently not quantified). At present, Havering has to procure additional emergency home care from other providers resulting in budget pressures, the procurement will contribute towards the cost avoidance relating to the emergency provision, with the overall objective being to reduce the demand for Home care and enable more users to live independently in the community.

As mentioned in the body of the report, a good quality reablement service appears to contribute to a reduction in the need for home care unfortunately, lack of reliable data has meant we have been unable to ascertain the extent we can expect cost reductions. In this instance, the re-procurement was necessary as a short term solution to mitigate escalating expenditure on emergency home care and to reprocure a reablement service that provides continued access to care for those with "assessed" needs discharged into the community, especially from the clinical setting. The commissioners, operational teams and finance will work together to ensure the service meets its objectives, and agree to evaluate performance on an ongoing basis with several key objectives including the development of efficiency targets as more reliable data becomes available.

#### Risks:

There is a risk that the new service is perceived not to represent Value for Money as it has not been subject to a normal tender or procurement process. This is covered in Section 11.

It is possible that the Better Care Fund process changes, affecting the basis on which the service is jointly funded. In this event, a new and separate agreement and section 75 pooled fund would be required in order to continue to commission this service through the CCG.

#### Legal implications and risks:

The Care Act 2014 came into force on 1st April 2015 and provides an updated legal framework for care and support and introduces a number of new rights, responsibilities and processes. Of particular note is the new duty under sections 3, 6, and 7 of the Act which requires Local Authorities to:

- Carry out their care and support responsibilities with the aim of promoting greater integration with NHS and other health-related services
- Cooperate generally with relevant partners in performing their functions related to care and support and
- In specific individual cases cooperate in performing their respective functions relating to care and support.

The department's recommended option is in compliance with the Care Act 2014.

Any re-provision of services, including the integration of these services, must comply with the Care Act and its statutory guidance set out in pages 281-300 and Care Act regulations. Any market re-shaping of services must also take into account the main principles under the Care Act and its statutory guidance including the focus on outcomes and well-being, promoting quality services, including through workforce development and remuneration and ensuring appropriately resourced care and support, supporting sustainability and ensuring choice. Local authorities must ensure their commissioning practices and the services delivered on their behalf comply with the requirements of the Equality Act 2010 and should encourage services that respond to the fluctuations and changes in people's care and support needs.

Such an agreement will support the Council in the exercise of its duties under s3 of the Care Act 2014, which establishes a duty to ensure the integration of care and support provision with health and health-related provision.

Health, social and other related services fall within the Light Touch Regime (LTR) under Chapter 3, Section 7 of the Public Contracts Regulations 2015 ("Regulations 2015"), as set out in Schedule 3 for contracts relating to health, social and other related services. Services subject to the LTR, with a contract value that exceeds the current threshold of £589,148 is subject to the full requirements of Regulations 2015.

The light touch regime provides an open and transparent process for procuring health, social and other related services but allows significant flexibility in the way that process is designed and implemented. The contracting authority can use its own processes and award criteria in a way that best suits the particular purpose and specific outcomes sought.

The proposed NELFT contract for the services set out within the body of this report fall within the LTR.

The award of the contract to NELFT would be a Direct Award Contract ("DAC"), the allowable reasons for a DAC are as follows:

- i) Extreme Urgency;
- ii) Absence of tenders, only one bidder received or suitable bidders in response to an invitation to tender;
- iii) For reasons of protection of exclusive rights or technical reasons there is only one possible supplier;
- iv) A direct award call off over £5,000 under a framework agreement.

If the Council receives no bidders after they publish its PIN notice, then it shall rely upon reason **ii**, listed above as justification for the award of the direct award contract to NELFT.

#### 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 as the current contract is being delivered via an external provider. Any TUPE obligations or implications are the responsibility of the current provider and new provider NELFT.

#### Equalities implications and risks:

There are not anticipated to be any negative impacts arising from this proposal to current and future users of this service all reconfiguration stated in this document will lead to better accessibility and outcomes. In relation to the cessation of the current contract provided by family mosaic subject to the staff being TUPE'd across to NELFT there should be minimal impact on staff. Staff within the current provider organisation should be provided with access to relevant information that allows them to move to the new model of working and where required and any special needs that may be identified will need to be taken account of and measures put in place to allow staff to seamlessly transition to the new model The EIA gives further details.

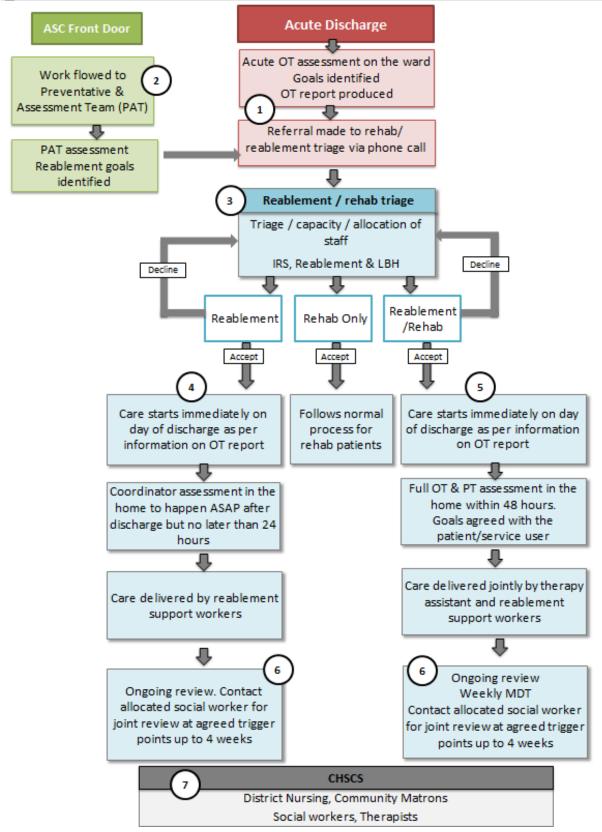
BACKGROUND PAPERS

- 1. Home Care Reablement Service: Investigating the longer-term impacts (prospective longitudinal study) 2010, The University of York Social Policy Research Unit
- 2. National Audit of Intermediate Care 2015
- 3. Integrated Care in Barking and Dagenham, Havering and Redbridge, The Case for Change 2012
- 4. Ipsos MORI Social Research Institute "BHR Accountable Care Organisations: residents' research findings from the Tri-borough survey (FINAL). June 2016

# Appendix 1 – High Level Mobilisation Plan

| 1.         | Governance / contracts  |                 |
|------------|---|-----------------|
| 1.1        | Due diligence group meeting fortnightly                             | Oct – Feb       |
|            | Operational group meeting fortnightly                               | Nov – Feb       |
| 1.3        | Havering CCG Governing Body   | Nov             |
| 1.4        | Final specification agreed  | Dec             |
| 1.5        | LBH Cabinet   | Dec             |
| 1.6        | Contract award  | Dec             |
| 1.7        | Procurement process   | Dec - Feb       |
| 1.7        |   |                 |
| 2.         | HR  |                 |
| 2.1        | Consultation period   | Sept – Oct      |
| 2.2        | 1:1 sessions with staff   | Jan / Feb       |
| 2.3        | Training needs identified   | Nov             |
| 2.4        |   | Jan             |
| 2.5        | Recruitment programme for vacancies                                 | Jan             |
| 2.6        | Staff added to ESR/Payroll  | Jan /Feb        |
| 2.7        | Welcome pack for staff developed                                    | Jan /Feb        |
|            | · · ·   |                 |
| 3.         | Operational   |                 |
| 3.1        | Service pathways finalised  | Jan             |
| 3.2        | LBH process changes agreed  | Jan /Feb        |
| 3.3        | Configuration of RIO to capture info                                | Jan /Feb        |
| 3.4        | Documentation agreed  | Jan /Feb        |
| 3.5        | Agile working arrangement agreed                                    | Jan /Feb        |
| 3.6        | Staff to be added to all relevant NELFT systems                     | Jan /Feb        |
|            |   |                 |
| 4.         | Communication   |                 |
| 4.1        | NELFT communications  | Jan /Feb        |
|            | LBH communications  | Jan /Feb        |
| 4.3        | External stakeholders communication                                 | Feb             |
|            |   |                 |
| 5.         | Performance/reporting   |                 |
|            | Performance indicators agreed                                       | Jan             |
| 5.1        |   |                 |
| 5.2        | Recording mechanism agreed  | Jan             |
|            |   | Jan<br>Jan /Feb |
| 5.2<br>5.3 | Recording mechanism agreed<br>Configuration of RIO for data capture |                 |
| 5.2        | Recording mechanism agreed  |                 |

#### Appendix 2 Pathway Design



#### 1.Assessment and Referral – acute discharge

Reablement potential will initially be determined by the assessment carried out by the acute Occupational therapist (OT) in the hospital. Goals will be identified and an OT report will be produced. The JAD social workers will no longer re-assess the patient on the ward as this was a direct duplication of assessment. Referrals for reablement and or/rehab will be made to a triage team via a phone call.

#### 2.Assessment and Referral – ASC front door

When a referral is made via the ASC front door the preventative and assessment team (PAT) will carry out a high level assessment in the persons home to determine reablement potential. If the person had reablement potential a referral will be made to the triage team via a phone call.

#### 3.Triage

The triage team will include members of staff from IRS, reablement and ASC. Each referral will be triaged by a member of the team based on the information provided by the acute OT or PAT worker; it will be decided if the person required rehab, reablement or a combination of both. The referral will be accepted or rejected at this stage directly by the service. If, on occasion, there are issues with capacity within the reablement service the referral will be passed through to the brokerage team who will source care from another provider.

#### 4.Reablement

If the person requires reablement *only*, care will start immediately upon the day of discharge. A full assessment will be carried out in the person's home within 24 hours, this will build on the information provided by the OT or social worker (if from the community) and will clearly outline the goals that have been agreed with the service user. Care will be delivered by the reablement support workers but they will have access to therapists from IRS if required for support.

#### 5.Reablement and Rehabilitation

Care will start immediately upon the day of discharge as required. There will be a full OT/PT assessment in the person's home within 48 hours which will outline the goals for rehab and reablement. Care will be delivered by a combination of rehab assistants and reablement support workers who will work to a single care plan to help the service user achieve a single set of outcomes. The staff will be supported by the OT/PT as required.

#### 6.Review

There will be ongoing review at every visit, for the 'reablement only' service users, this will align with the process for rehab review. People receiving reablement and rehab as a combined service will be reviewed weekly at a Multi-Disciplinary Team meeting. There will be a flexible approach to review timescales. The reablement support workers will alert the allocated social worker when a review is required to determine ongoing care requirements when people have reached approximately 70% of their goals, but, in any case, no later than 4 weeks after referral. The teams will also be encouraged to request a review with a social worker at an earlier stage if they have reason to believe reablement is not the correct service for the person.

#### 7.Community Health and Social Care Service (CHSCS)

On-going care will be managed by the health and social care teams in the community which includes district nursing, community matrons, social workers and therapists. The CHSCS teams will also be able to refer into the triage team if a need is identified for reablement or rehab.

## Appendix 3 - Risks

Risks associated with the recommendation of proceeding with the new integrated service model:

| Risk  | Mitigation  |
|---|---|
| There is a market challenge on why the<br>new service has not been tendered via a<br>full procurement process.  | The issue of the PIN will evidence<br>whether or not there are any interested<br>market providers.  |
| A full procurement process, as a result<br>of additional interested providers, would<br>delay implementation timescales<br>significantly causing an issue with<br>capacity and service provision for the<br>current provider. | Work would be required with the current<br>provider to mitigate any impact.<br>Increased emergency provision may<br>need to be enhanced/increased.  |
| The pensions arrangements are<br>complex and may delay the<br>implementation date   | Work is underway already to understand<br>the position and to form a possible<br>action plan  |
| Making changes to a key discharge<br>pathway during a period of high<br>pressure (winter) could disrupt the<br>discharge flow.  | BHRUT staff have been involved in the<br>development of the model and are<br>already aware there could be some<br>changes to the pathway. The proposed<br>model simplifies the current process for<br>acute staff and is likely to be more<br>efficient. Pathway and referral<br>information will be clearly communicated<br>to all stakeholders in the month leading<br>up to 'go live' date   |
| The implementation of the integrated<br>service will result in some changes for<br>staff delivering the service which could<br>impact delivery in the first 1-3 months.   | <ul> <li>Staff have been involved in the design process of the new model and are aware of potential changes.</li> <li>Staff will be given as much information as possible regarding different ways of working prior to 'go live' so issues can be dealt with in advance.</li> <li>There will be training opportunities with NELFT prior to mobilisation.</li> <li>Additional management resource will be made available to staff in the first few weeks to deal with operational issues.</li> </ul> |
| Process changes associated with<br>implementation could result in the new<br>provider not being able to take as many<br>cases as required in the very short term  | ASC commissioning will monitor this<br>closely from the 'go live' date and will<br>explore the possibility of commissioning<br>additional capacity from emergency   |

| following transfer of staff.              | homecare providers in the event there is |
|---|--|
|   | an issue with capacity over and above    |
|   | what is currently being experienced.     |
| The planned 'Go live' for R&R coincides   | Regular communications with the          |
| with the launch of the new active         | commissioner for the new homecare        |
| homecare framework. Although there        | framework. There will be more            |
| are no significant process changes in     | information available regarding the      |
| Feb for homecare there is a risk that     | number of providers meeting the criteria |
| some of the providers will not meet the   | by the end of Dec so plans can be put in |
| criteria for the framework and there will | place prior to mobilisation of the new   |
| be reduced capacity.                      | reablement model if required             |
|   | · · · · · · · · · · · · · · · · · · ·    |

There are also risks associated with **not** taking the recommended option and continuing with the current contract until Nov 2017

#### Service Delivery

It is likely that service delivery will either remain at current levels or continue to decline for the remainder of the contract term because there are issues with recruitment and retention of staff, the financial viability of the service to the provider is low. This will be increasingly difficult to manage both financially and in terms of finding capacity in the market to deliver the hours that Family Mosaic are unable to provide. There is not sufficient capacity in the market to respond to an increased demand for a prolonged period of time.

#### Financial

The 'lost hours' and the cost of providing alternative care results in a contract inefficiency.

#### Reputational

The consistent inability to deliver the required reablement hours holds reputational risk for both LBH and Family Mosaic

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# Equality Impact Assessment (EIA)

## **Document control**

| Title of activity:  | Integration of Reablement and Rehabilitation                            |  |
|---|---|--|
| Type of activity:A proposal to implement a new joint Reablement and<br>Rehabilitation service to replace the current Reablement<br>service.The new service will be contracted with the North East Le<br>Foundation NHS Trust and will run from February 2017. |   |  |
| Lead officer:   | Laura Osborn, Commissioning Programme Manager                           |  |
| Approved by:  | John Green, Head of Commissioning                                       |  |
| Date completed:   | 21 November 2016  |  |
| Scheduled date for review:  | The contract will have an annual review, the first being February 2018. |  |

The Corporate Policy & Diversity team requires **<u>5 working days</u>** 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 <u>diversity@havering.gov.uk</u>

# About your activity

| 1 | Title of activity | Integration of Reablement and Rehabilitation  |
|---|-------------------|---|
| 2 | Type of activity  | A proposal to implement a new joint Reablement and<br>Rehabilitation service to replace the current Reablement<br>service.<br>The new service will be contracted with the North East<br>London Foundation NHS Trust and will run from February<br>2017.   |
| 3 | Scope of activity | The London Borough of Havering (LBH) have worked in<br>partnership with Havering Clinical Commissioning Group<br>(CCG) and North East London Foundation NHS Trust<br>(NELFT) to design a new integrated Reablement and<br>Rehabilitation service. This is an excellent opportunity to<br>re-design how reablement and rehabilitation are delivered<br>to remove duplication in the system and ensure a joined<br>up approach for the service user. The new model is<br>expected to enhance the quality and effectiveness of the<br>service and therefore be of benefit to service users,<br>supporting them to remain independent in their own<br>home.<br>BHR CCGs commission the Intensive Rehabilitation<br>Service (IRS) as a part of the large block contract with |
|   |                   | NELFT and the specification is detailed within the<br>'intermediate services' section. It has been agreed by<br>Havering CCG Governing Body that the reablement<br>service can be integrated into the IRS specification via a<br>contract variation process.<br>This assessment considers the potential impact on<br>residents of introducing the new integrated service.   |

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

| Completed by: | Laura Osborn, Commissioning Programme Manager<br>01708 431729<br>Iaura.osborn@havering.gov.uk |
|---------------|---|
| Date:         | 21 November 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 <u>Equality and Diversity Intranet pages</u>. For any additional advice, please contact <u>diversity@havering.gov.uk</u>

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

Please note that EIAs are public documents and must be made available on the Council's <u>EIA webpage</u>.

# 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

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.

\*Expand box as required

#### Example: Protected characteristic

| Please tick (✓)<br>relevant box: | he <b>Overall impact:</b> In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) |  |
|----------------------------------|--|--|
| Positive                         | with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.           |  |
| Neutral                          | It is essential that you note all negative impacts. This will demonstrate that you have paid 'due regard' to the Public Sector                               |  |
| Negative                         | Equality Duty if your activity is challenged under the Equality Act.<br>*Expand box as required  |  |

**Evidence:** In this section you will need to document the evidence that you have used to assess the impact of your activity.

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.

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.

- If you have identified a **positive impact**, please note this.
- If you think there is a **neutral impact** or the impact is not known, please provide a full reason why this is the case.
- 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**.

\*Expand box as required

**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.

### Background/context:

Reablement services are provided under a statutory duty in Section 2 of the Care Act 2014 which stipulates that Local Authorities must provide or arrange services, resources or facilities that maximise independence for those already with such needs, for example, interventions such as rehabilitation/reablement services.

Reablement in Havering has been provided by Family Mosaic since 2012 when the service was transferred from direct Council provision. The contract is let by the London Borough of Havering (LBH) and funded jointly by LBH and Havering CCG via the Better Care Fund (BCF) section 75 agreement.

At present, the reablement service is contracted until November 2017 but for a variety of reasons the service is not operating effectively and both parties are keen to mutually terminate the contract early.

The reablement service provides personal care, help with daily living activities and other practical tasks, for up to six weeks, which encourages service users to develop the confidence and skills to carry out these activities themselves and continue to live at home.

Referrals for reablement are predominantly received from the Joint Assessment and Discharge (JAD) team as part of the hospital discharge planning process. The JAD social worker establishes the reablement potential and will undertake an assessment detailing the outcomes and required levels of support.

As part of the 'Intermediate Care' BCF scheme, work has begun to integrate some elements of the services but there are limitations on what can be achieved within current contracting arrangements.

It has become evident that there is a significant overlap between the reablement service and the Intensive Rehabilitation Service (IRS) provided by North East London Foundation NHS Trust (NELFT). Analysis of a sample of 500 Havering reablement service users has shown that 37% also had an intervention from IRS during the same period. The two services do not currently work in partnership but have separate assessment, care planning and review processes resulting in duplication and fragmentation in service delivery.

NELFT are commissioned by Havering CCG to provide community based rehabilitation services; this is part of a much larger contract for all community services across Barking & Dagenham, Havering and Redbridge.

The Care Act 2014 (Part 1, Section 3) requires that Local Authorities exercise their functions with a view to ensuring the integration of care and support provision with health provision and health-related provision where it considers that this would:

(a) promote the well-being of adults in its area with needs for care and support and the well-being of carers in its area,

- (b) contribute to the prevention or delay of the development by adults in its area of needs for care and support or the development by carers in its area of needs for support, or
- (c) improve the quality of care and support for adults, and of support for carers, provided in its area (including the outcomes that are achieved from such provision).

LBH have been working in partnership with havering CCG and NELFT to develop an alternative service model whereby Reablement and Rehabilitation are integrated and delivered as a single service by NELFT as a single provider. Workshops involving LBH, FM, NELFT and staff from Queens Hospital have been held to define the design and delivery of a new integrated rehab and reablement service.

Principles of the re-design

- Service user/patients benefit from a more streamlined service with rehab and reablement goals aligned. Care will be coordinated and delivered focused on achieving outcomes.
- Access to the service would be via hospital discharge AND from the integrated locality teams as a preventative model
- Single assessment for rehab and reablement that would result in a single goal orientated rehabilitation care plan
- Service delivered by a range of staff with a varied skill set rehab assistants, therapists, reablement staff, health care assistants. There will be opportunity for continuous multi-disciplinary team (MDT) discussion and review and links with community social workers will be strengthened.
- Review at the end of the reablement period would be carried out jointly with therapy staff and social workers
- Stronger links with the community locality teams, care will be transitioned from the 'intermediate care' tier to the community.
- Support a move towards a more preventative model in the community ensuring people have the opportunity to receive effective rehab and reablement in their own home prior to decisions being made about long term care
- Support discharge to assess model but allowing immediate access to rehab and reablement once people have been identified as medically fit for discharge.
- Improvement of service is the major driver for this re-design. Service efficiencies will be sought wherever possible in the design process to ensure the service is capable of meeting increasing demand.

| Age: Consider the full range of age groups |   |   |
|--|---|---|
| Please tick (✓)<br>the relevant box:       |   | Overall impact:   |
| Positive                                   | ~ | The new joint service will continue to deliver reablement services to the same range of adults who currently receive them.      |
| Neutral                                    |   | The introduction of the joint service will reduce duplication of  |
| Negative                                   |   | assessments and the number of different professionals involved in the care of those people who receive both services currently. |

|  | The criteria for entry to the service are unchanged. |
|--|--|
|  |  |
|  | *Expand box as required                              |

#### Evidence:

Reablement services are used by vulnerable adults over the age 18 years, evidence on AIS shows the majority of service users using reablement are over the age of 65 years. The current average age of a reablement service user is 82 years.

See below breakdown of reablement service users age ranges:

|       | Female | Male | Total | %     |
|-------|--------|------|-------|-------|
| 18-64 | 36     | 52   | 88    | 7.7%  |
| 65-74 | 73     | 40   | 113   | 9.9%  |
| 75-84 | 251    | 142  | 393   | 34.4% |
| 85+   | 373    | 175  | 548   | 48.0% |
| Total | 733    | 409  | 1,142 | 100%  |

#### 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

#### Havering 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

Projecting Older People Population Information (2015)

Havering JSNA – Demographic update

| <b>Disability:</b> Consider the full range of disabilities; including physical mental, sensory and |                        |  |  |  |  |
|--|------------------------|--|--|--|--|
|  | progressive conditions |  |  |  |  |
| Please tick ()   |                        | Overall impact:  |  |  |  |
| the relevant k   | box:                   |  |  |  |  |
| Positive   | ~                      | Reablement services provide support to vulnerable adults with disabilities; this cohort includes people with physical, sensory, mental   |  |  |  |
| Neutral  |                        | health and learning disabilities. The new service will continue to provide reablement to these cohorts.  |  |  |  |
| Negative   |                        | <ul> <li>The introduction of the joint service is likely to have a positive impact<br/>on service users accessing reablement services through the reduction<br/>in the number of different assessments and care plans, enabling the<br/>professionals to work more closely with each other to work towards<br/>common goals and with greater support for the recovery of the<br/>individual.</li> <li>The reablement support workers will be integrated into a much wider,<br/>multi skilled team and will be supported by rehab therapists,<br/>occupational therapists and physiotherapists resulting in a more holistic<br/>experience for the service user.</li> <li>There will also be stronger connection to services such as the<br/>Community Treatment Team operated by NELFT that avoid hospital<br/>attendance and/or readmission.</li> </ul> |  |  |  |
| Evidence:  | L                      |  |  |  |  |

#### Evidence:

As at 30 June 2016 there were 1142 service users using the reablement service. Almost 50% of these people do not have disability status recorded on AIS and the remaining 50% do not have a disability.

The table below shows the breakdown of the 'primary support reason' which gives an indication of area of disability

| Main category summary             |       |
|-----------------------------------|-------|
| Physical - personal care          | 842   |
| Physical - access & mobility      | 245   |
| Memory & Cognition                | 26    |
| Sensory - visual                  | 11    |
| Social support - social isolation | 6     |
| Mental Health                     | 4     |
| Social support - carer            | 3     |
| Sensory - hearing                 | 2     |
| Learning Disability               | 2     |
| Sensory - dual                    | 1     |
| Grand Total                       | 1,142 |
|                                   |       |

## Sources used:

AIS Homecare Services data as at 30<sup>th</sup> June 2016

| Please tick (  | (v) Ove  | erall in  | npact:  |   |   |  |
|--|--|---|---|---|---|--|
| he relevant  |  |   |   |   |   |  |
| Positive   |  |   |   |   | •   | fic and both males and ce will continue to provide   |
| Neutral  |  |   | o male and<br>to the ser                          |   | ents with no  | change to the criteria for   |
| legative   | pos<br>ser<br>Cor  | itive in<br>vices a<br>mmunit                   | npact on n<br>is there wi<br>ty Treatme           | nales and fe<br>Il be strong  | emales servi<br>er connectio<br>perated by N                              | vice is likely to have a<br>ce users accessing these<br>n to services such as the<br>IELFT that avoid hospital |
|  |  |   |   |   |   | *Expand box as requir  |
| The table b  |  |   |   |   |   | ecare service.<br>f Homecare service users   |
| The table b  | elow show  | s the b   | reakdown  | of sex/gen  | der groups o  |  |
| The table b<br>on AIS;   | elow shows   | s the b<br>nale                                 | reakdown<br>Male                                  | of sex/gen<br>Total   | der groups o  |  |
| The table bon AIS;<br>18-64  | elow shows<br>Fem  | s the b<br>nale                                 | reakdown<br>Male<br>52                            | of sex/gen<br>Total<br>88   | der groups o<br>%<br>7.7%   |  |
| The table b<br>on AIS;<br>18-64<br>65-74                                 | elow shows<br>Fem<br>30<br>73  | s the b<br>nale<br>6<br>3                       | reakdown<br>Male<br>52<br>40                      | of sex/gen<br>Total<br>88<br>113                                      | der groups o<br>%<br>7.7%<br>9.9%   |  |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84                        | elow shows<br>Fem<br>30<br>73<br>25  | s the b<br>nale<br>6<br>3                       | reakdown<br><b>Male</b><br>52<br>40<br>142        | of sex/gen<br><b>Total</b><br>88<br>113<br>393                        | der groups o<br>%<br>7.7%<br>9.9%<br>34.4%                                |  |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84<br>85+                 | elow shows<br>Fem<br>30<br>73<br>25<br>37                                    | s the b<br>nale<br>6<br>3<br>51<br>73           | reakdown<br><b>Male</b><br>52<br>40<br>142<br>175 | of sex/gen<br><b>Total</b><br>88<br>113<br>393<br>548                 | der groups o<br>%<br>7.7%<br>9.9%<br>34.4%<br>48.0%                       |  |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84                        | elow shows<br>Fem<br>30<br>73<br>25  | s the b<br>nale<br>6<br>3<br>51<br>73           | reakdown<br><b>Male</b><br>52<br>40<br>142        | of sex/gen<br><b>Total</b><br>88<br>113<br>393                        | der groups o<br>%<br>7.7%<br>9.9%<br>34.4%                                | f Homecare service users   |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84<br>85+<br><b>Total</b> | elow shows<br>Fem<br>30<br>73<br>25<br>37<br>37<br>73                        | s the b<br>nale<br>6<br>3<br>51<br>73           | reakdown<br><b>Male</b><br>52<br>40<br>142<br>175 | of sex/gen<br><b>Total</b><br>88<br>113<br>393<br>548                 | der groups o<br>%<br>7.7%<br>9.9%<br>34.4%<br>48.0%                       |  |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84<br>85+<br><b>Total</b> | elow shows<br>Fem<br>30<br>73<br>25<br>37<br>37<br>73                        | s the b<br>nale<br>6<br>3<br>51<br>73           | reakdown<br><b>Male</b><br>52<br>40<br>142<br>175 | of sex/gen<br><b>Total</b><br>88<br>113<br>393<br>548                 | der groups o<br>%<br>7.7%<br>9.9%<br>34.4%<br>48.0%                       | f Homecare service users   |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84<br>85+<br><b>Total</b> | elow shows<br><b>Fem</b><br>30<br>73<br>25<br>37<br><b>73</b><br><b>sed:</b> | s the b<br>nale<br>6<br>3<br>51<br>73<br>3<br>3 | reakdown<br>52<br>40<br>142<br>175<br><b>409</b>  | of sex/gen<br><b>Total</b><br>88<br>113<br>393<br>548<br><b>1,142</b> | der groups o<br><b>%</b><br>7.7%<br>9.9%<br>34.4%<br>48.0%<br><b>100%</b> | f Homecare service users   |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84<br>85+<br><b>Total</b> | elow shows<br><b>Fem</b><br>30<br>73<br>25<br>37<br><b>73</b><br><b>sed:</b> | s the b<br>nale<br>6<br>3<br>51<br>73<br>3<br>3 | reakdown<br>52<br>40<br>142<br>175<br><b>409</b>  | of sex/gen<br><b>Total</b><br>88<br>113<br>393<br>548                 | der groups o<br><b>%</b><br>7.7%<br>9.9%<br>34.4%<br>48.0%<br><b>100%</b> | f Homecare service users   |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84<br>85+<br><b>Total</b> | elow shows<br><b>Fem</b><br>30<br>73<br>25<br>37<br><b>73</b><br><b>sed:</b> | s the b<br>nale<br>6<br>3<br>51<br>73<br>3<br>3 | reakdown<br>52<br>40<br>142<br>175<br><b>409</b>  | of sex/gen<br><b>Total</b><br>88<br>113<br>393<br>548<br><b>1,142</b> | der groups o<br><b>%</b><br>7.7%<br>9.9%<br>34.4%<br>48.0%<br><b>100%</b> | f Homecare service users   |
| The table b<br>on AIS;<br>18-64<br>65-74<br>75-84<br>85+<br><b>Total</b> | elow shows<br><b>Fem</b><br>30<br>73<br>25<br>37<br><b>73</b><br><b>sed:</b> | s the b<br>nale<br>6<br>3<br>51<br>73<br>3<br>3 | reakdown<br>52<br>40<br>142<br>175<br><b>409</b>  | of sex/gen<br><b>Total</b><br>88<br>113<br>393<br>548<br><b>1,142</b> | der groups o<br><b>%</b><br>7.7%<br>9.9%<br>34.4%<br>48.0%<br><b>100%</b> | f Homecare service users   |

| Ethnicity/race: Consider the impact on different ethnic groups and nationalities |   |   |  |  |
|--|---|---|--|--|
| Please tick (✓<br>the relevant be  |   | Overall impact:   |  |  |
| Positive   | ✓ | The current reablement service is available to people of all nationalities and ethnic groups. The new integrated service will continue to do so   |  |  |
| Neutral  |   | the same with no change to the criteria.  |  |  |
| Negative   |   | The introduction of the new reablement service is likely to have a positive impact on service users of all nationalities and ethnic groups. There will be a reduction in the number of different assessments and care plans, enabling the professionals to work more closely with each other to work towards common goals and with greater support for the recovery of the individual.<br>The reablement support workers will be integrated into a much wider, multi skilled team and will be supported by rehab therapists, occupational therapists and physiotherapists resulting in a more holistic experience for the service user.<br>There will also be stronger connection to services such as the Community Treatment Team operated by NELFT that avoid hospital attendance and/or readmission. |  |  |

### Evidence:

As at 30<sup>th</sup> June 2016 there were 1142 service users using the reablement service. The table below shows the breakdown of service user ethnic groups on AIS;

| Ethnicity   |       |
|---|-------|
| White - British                                     | 1,046 |
| White - English                                     | 28    |
| White - Irish                                       | 19    |
| White - Any Other White Background                  | 12    |
| Asian / Asian British - Indian                      | 7     |
| Asian / Asian British - Any Other Asian Background  | 7     |
| Black / Black British - Caribbean                   | 6     |
| Black / Black British - Any Other Black Background  | 4     |
| Mixed - Any Other Mixed/ Multiple Ethnic Background | 3     |
| Black / Black British - African                     | 2     |
| Other - Any Other Ethnic Group                      | 2     |
| Mixed - White And Black Caribbean                   | 1     |
| Asian / Asian British - Pakistani                   | 1     |
| No Data - Refused                                   | 1     |
| White - Scottish                                    | 1     |

| Asian / Asian British - Bangladeshi      | 1    |
|--|------|
| / totall / / totall Difficil Daligiadoon | 1    |
| Grand Total                              | 1142 |

\*Expand box as required

#### Sources used:

AIS Homecare Services data as at 30th June 2016

\*Expand box as required

| •  |      | onsider people from different religions or beliefs including those with no  |  |  |  |
|--|------|---|--|--|--|
| religion or belief Please tick () Overall impac  |      | Overall impact:   |  |  |  |
| the relevant box:  |      | •   |  |  |  |
| Positive   | ~    | The current reablement service is available to people of all faiths, religions and beliefs. The new integrated service will be the same with  |  |  |  |
| Neutral  |      | no change to the criteria for entry into the service.   |  |  |  |
| Negative   |      | The introduction of the new reablement service is likely to have a positive impact on service users of all faiths, religions and beliefs. There will be a reduction in the number of different assessments and care plans, enabling the professionals to work more closely with each other to work towards common goals and with greater support for the recovery of the individual.<br>The reablement support workers will be integrated into a much wider, multi skilled team and will be supported by rehab therapists, occupational therapists and physiotherapists resulting in a more holistic experience for the service user.<br>There will also be stronger connection to services such as the Community Treatment Team operated by NELFT that avoid hospital attendance and/or readmission. |  |  |  |
| Evidence:  |      | *Expand box as required   |  |  |  |
| As at 30 <sup>th</sup> June 2016 there were 1142 service users using the reablement service.<br>The table below shows the breakdown of service user religion on AIS; |      |   |  |  |  |
| Religion   |      |   |  |  |  |
| Church Of  | Engl | and 503   |  |  |  |
| Not Recor  | •    | 243   |  |  |  |
| Not Stated   | k    | 215   |  |  |  |
| Catholic   |      | 73  |  |  |  |

| Christian          | 42   |
|--------------------|------|
| No Religion        | 28   |
| Other Religion     | 12   |
| Jewish             | 10   |
| Hindu              | 7    |
| Church Of Scotland | 5    |
| Sikh               | 2    |
| Jehovah's Witness  | 2    |
| Grand Total        | 1142 |

\*Expand box as required

### Sources used:

AIS Homecare Services data as at 30th June 2016

| Sexual orie                                    | Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual |  |  |  |
|--|--|--|--|--|
| Please tick ( $\checkmark$ ) the relevant box: |  | Overall impact:  |  |  |
| Positive                                       | ~  | The current reablement service is available to all regardless of sexual orientation. The new service will continue to offer reablement support in  |  |  |
| Neutral  |  | the same way.  |  |  |
|  |  | The introduction of the new reablement service is likely to have a positive impact on service users of all faiths, religions and beliefs. There will be a reduction in the number of different assessments and care plans, enabling the professionals to work more closely with each other to work towards common goals and with greater support for the recovery of the individual.       |  |  |
| Negative                                       |  | The reablement support workers will be integrated into a much wider,<br>multi skilled team and will be supported by rehab therapists,<br>occupational therapists and physiotherapists resulting in a more holistic<br>experience for the service user.<br>There will also be stronger connection to services such as the<br>Community Treatment Team operated by NELFT that avoid hospital |  |  |
|  |  | attendance and/or readmission.   |  |  |

|  | *Expand box as required |
|--|-------------------------|

#### Evidence:

As at 30<sup>th</sup> June 2016 there were 1142 service users using the reablement service. The table below shows the breakdown of sexual orientation of reablement service users.

This information has not been recorded for a significant number of people, this could be due to them not wishing to disclose the information.

| Sexual Orientation |       |
|--------------------|-------|
| Not Recorded       | 1,027 |
| Prefer Not To Say  | 84    |
| Heterosexual       | 31    |
| Grand Total        | 1,142 |

\*Expand box as required

#### Sources used:

AIS Homecare Services data as at 30th June 2016

| 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 bir   | th  |  |
| Please tick (   | ,  | Overall impact:   |  |
| the relevant l  | box:   |   |  |
| Positive  | ~  | The new integrated reablement service will be available to all<br>regardless of whether they are seeking, undergoing or have received   |  |
| Neutral   |  | gender reassignment surgery, as well as people whose gender identity is different from their gender at birth.   |  |
| Negative  |  | The introduction of the new reablement service is likely to have a positive impact on service users of all faiths, religions and beliefs. There will be a reduction in the number of different assessments and care plans, enabling the professionals to work more closely with each other to work towards common goals and with greater support for the recovery of the individual. The reablement support workers will be integrated into a much wider, multi skilled team and will be supported by rehab therapists, |  |

|              |     | occupational therapists and physiotherapists resulting in a more holistic experience for the service user.<br>There will also be stronger connection to services such as the Community Treatment Team operated by NELFT that avoid hospital attendance and/or readmission. |
|--------------|-----|--|
|              |     | *Expand box as required  |
| Evidence:    |     |  |
| No data helo | b   |  |
|              |     | *Expand box as required  |
| Sources us   | ed: |  |
|              |     |  |
|              |     |  |
|              |     | *Expand box as required  |

| Marriage/civil partnership: Consider people in a marriage or civil partnership |   |  |
|--|---|--|
| Please tick ( $\checkmark$ ) the relevant box:                                 |   | Overall impact:  |
| Positive   | ~ | The new service will continue to operate in the same way offering care to all who are eligible regardless of their partnership status.   |
| Neutral  |   | The introduction of the new homecare framework is likely to have a positive impact on service users.   |
| Negative   |   | The introduction of the new reablement service is likely to have a positive impact on service users of all faiths, religions and beliefs. There will be a reduction in the number of different assessments and care plans, enabling the professionals to work more closely with each other to work towards common goals and with greater support for the recovery of the individual. |
|  |   | The reablement support workers will be integrated into a much wider,<br>multi skilled team and will be supported by rehab therapists,<br>occupational therapists and physiotherapists resulting in a more holistic<br>experience for the service user.   |
|  |   | There will also be stronger connection to services such as the Community Treatment Team operated by NELFT that avoid hospital attendance and/or readmission.   |

|   | *Expand box as required  |
|---|--|
| Evidence:                               |  |
| th                                      |  |
| As at 30 <sup><sup>III</sup> June</sup> | 2016 there were 1142 service users using the reablement service.         |
| I he table below                        | w shows the breakdown of the marital status of reablement service users. |
|   |  |
|   |  |
|   |  |
| Marital Status                          | S  |
| Not Recorded                            | 505  |
| Married                                 | 262  |
| Widowed                                 | 234  |
| Unknown                                 | 70   |
| Single                                  | 37   |
| Divorced                                | 17   |
| Other                                   | 7  |
| Separated                               | 6  |
| Cohabiting<br>Grand Total               | 4<br>1,142   |
| Grand Total                             | 1,142  |
|   |  |
|   |  |
|   |  |
|   |  |
|   | *Expand box as require   |
| Sources used                            | :  |
|   | Samiana data an at 20th June 2016  |
| AIS Homecare                            | Services data as at 30th June 2016                                       |
|   |  |
|   |  |
|   | *Expand box as required  |
|   |  |

| Pregnancy, maternity and paternity: Consider those who are pregnant and those who |  |  |  |
|---|--|--|--|
| are undertal  | are undertaking maternity or paternity leave |  |  |
| Please tick ()  |  | Overall impact:  |  |
| the relevant box:   |  |  |  |
| Positive  | ~  | 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   |  |
| Neutral   |  | maternity/paternity leave.   |  |
| Negative  |  | The introduction of the new reablement service is likely to have a positive impact on service users of all faiths, religions and beliefs. There will be a reduction in the number of different assessments and care plans, enabling the professionals to work more closely with each other to work towards common goals and with greater support for the recovery of the individual. |  |

|                   | The reablement support workers will be integrated into a much wider,<br>multi skilled team and will be supported by rehab therapists,<br>occupational therapists and physiotherapists resulting in a more holistic<br>experience for the service user.<br>There will also be stronger connection to services such as the<br>Community Treatment Team operated by NELFT that avoid hospital<br>attendance and/or readmission. |
|-------------------|--|
| <b>E</b> vidence: | *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 reablement service users are over 65 this cohort is likely to be small.

\*Expand box as required

#### Sources used:

| Socio-economic status: Consider those who are from low income or financially excluded |   |   |
|---|---|---|
| backgrounds   |   |   |
| Please tick ( $\checkmark$ ) the relevant box:  |   | Overall impact:   |
| Positive  | ~ | We do not hold data on the socio-economic status of service users.<br>The new service will be available free of charge to all those considered<br>to have reablement potential.   |
| Neutral   |   |   |
| Negative  |   | The introduction of the new reablement service is likely to have a positive impact on service users of all faiths, religions and beliefs. There will be a reduction in the number of different assessments and care plans, enabling the professionals to work more closely with each other to work towards common goals and with greater support for the recovery of the individual.<br>The reablement support workers will be integrated into a much wider, multi skilled team and will be supported by rehab therapists, occupational therapists and physiotherapists resulting in a more holistic experience for the service user. |
|   |   | There will also be stronger connection to services such as the  |

|             |        | Community Treatment Team operated by NELFT that avoid hospital attendance and/or readmission.   |
|-------------|--------|---|
|             |        | *Expand box as required   |
| Evidence:   |        |   |
|             | -      | % of Havering's 'working age' (16-74) population were classified as ve in the 2011 Census. This is similar to the national and regional |
| We do not h | old da | ata on the socio-economic status of homecare service users.   |
|             |        | *Expand box as required   |
| Sources us  | ed:    |   |
| Havering JS | NA –   | 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<br>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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# Agenda Item 9

| CABINET                              |   |
|--------------------------------------|---|
| 14 DECEMBER 2016                     |   |
| Subject Heading:                     | Quarter 2 Corporate Performance Report (2016/17)  |
| Cabinet Member:                      | Councillor Clarence Barrett   |
| SLT Lead:                            | Sarah Homer, Interim Chief Operating Officer  |
| Report Author and contact details:   | Pippa Brent-Isherwood, Assistant Director<br>of Policy, Performance and Community<br><u>phillipa.brent-isherwood@havering.gov.uk</u><br>01708 431950  |
| Policy context:                      | The report sets out Quarter 2 performance against each of the strategic goals (Clean, Safe and Proud)   |
| Financial summary:                   | The Levy Waste Tonnage performance<br>indicator (PI 7) has financial implications in<br>that, as levy costs continue to rise year on<br>year, without controls to restrict waste<br>volumes, campaigning on its own will not<br>be enough to mitigate the potential £10m<br>rise in costs by 2027. There are no other<br>direct financial implications arising from<br>this report. It is expected that the delivery<br>of targets will be achieved within existing<br>resources. |
| Is this a Key Decision?              | No  |
| When should this matter be reviewed? | The Corporate Performance Report will be<br>brought to Cabinet at the end of each<br>quarter, with an annual report brought at<br>the end of Quarter 4.   |
| Reviewing OSC:                       | Six overview and scrutiny sub-committees<br>(Children and Learning, Crime and<br>Disorder, Environment, Health, Individuals,<br>Towns and Communities) and the<br>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

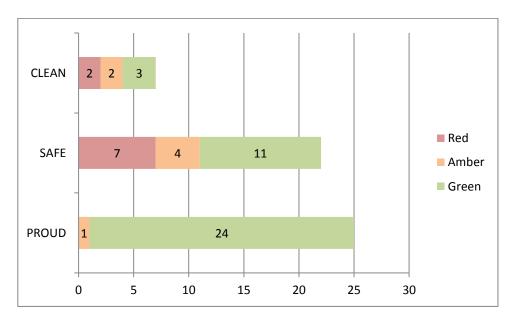
[X]

[X]

[X]

- 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 1 2016/17)
  - Long-term performance with the same time the previous year (Quarter 2 2015/16)
- 5. A green arrow ( $\uparrow$ ) means performance is better and a red arrow ( $\checkmark$ ) means performance is worse. An amber arrow ( $\rightarrow$ ) means that performance has remained the same.
- 6. In total, 59 Corporate Performance Indicators have been included in the Quarter 2 2016/17 report. Of these, 35 (59%) are either statutory or reported to the Mayor's Office for Policing and Crime (MOPAC) and 24 (41%) are local performance indicators. Of the 59 indicators, 54 have been given a RAG status.

### Quarter 2 RAG Summary



- 8. In summary:
  - 38 (70%) have a RAG status of Green.
  - 16 (30%) have a RAG status of Red or Amber.

This is a very slight improvement on the position at the end of Quarter 1, when 69% of indicators were RAG rated Green and 31% were Red or Amber.

The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also attached to the report (as **Appendix 2**) is a Demand Pressure Dashboard that illustrates the growing demands on Council services and the context that the performance levels set out in this report have been achieved within.

### Forthcoming changes to performance indicators

- 9. The Quarter 2 outturn is not available for 'Percentage of children and families reporting that Early Help services made an improvement to assessed needs' (PI 27) as the methodology for measuring the "distance travelled" by children, young people and families known to Children's Services is changing. The current survey methodology is to be replaced with findings from the Outcomes Star, a tool that practitioners across the service are currently piloting which tracks the client's progress before, during and after an intervention.
- 10. The indicator 'Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)' (PI 44) is a national indicator that is being changed in Quarter 3 2016/17. The new performance indicator will be 'Percentage of 16 to 17 year olds (school years 12-13) who are not in education, employment or training (NEET) and not known'. The key differences are that the new indicator combines the NEET figure with the 'not known' figure, and that Year 14 learners are excluded from the cohort. It is proposed that for Quarter 3, the new performance indicator is included in the Corporate Performance Report, replacing the existing performance indicator.

11. It is further proposed to reduce the target tolerance relating to the percentage of Housing repairs completed on time (PI 35) to zero, in line with the contracted performance level.

### Change to reporting arrangements

- 12. As approved by the Cabinet through the Quarter 2 2015/16 Corporate Performance Report, the quarterly Corporate Performance Reports are now being considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board (bi-annually) and finally by the Cabinet. Work was undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet still receive the reports within the same timescale as last year, but with the individual scrutiny committees having had the opportunity to scrutinise the data in advance. The time taken to complete the entire reporting cycle has therefore been shortened.
- 13. No specific pieces of work have been commissioned by any of the Overview and Scrutiny Committees as a result of the Quarter 2 performance report. However Members of the Children and Learning Overview and Scrutiny Sub-Committee will be scrutinising the recruitment campaign for new foster carers. Going forward, Members of the Environment Overview and Scrutiny Sub-Committee will also receive information regarding waste minimisation workshops and events so that they can promote these to residents.

### Future Performance Indicators – an outcome focused approach

- 14. 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'. They provide information about activities and actions, but not what impact these have on local residents and local communities.
- 15. As part of the ongoing development of the new corporate vision, work is underway to develop a smaller number of more outcomes focused performance indicators that will more accurately measure the Council's progress in delivering its key transformation plans and strategies. These will likely include a mixture of both qualitative and quantitative indicators as well as key milestones for major transformation programmes. In keeping with the Council's renewed focus on transparency, work is also underway to review the Council's approach to target tolerances from next year onwards. This work is expected to be completed by Quarter 2 of 2017/18.

### RECOMMENDATIONS

That the Cabinet:

1. **Reviews** the performance set out in **Appendix 1** and the corrective action that is being taken.

- Notes the content of the Demand Pressures Dashboard attached as Appendix 2.
- 3. **Approves** the revised approach to assessing the percentage of children and families reporting that Children's Services have made an improvement to their assessed needs with effect from Quarter 3 2016/17.
- 4. Approves the replacement of the indicator relating to the 'Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)' with the new national indicator measuring the 'Percentage of 16 to 17 year olds (school years 12-13) who are not in education, employment or training (NEET) and not known' with effect from Quarter 3 2016/17.
- 5. **Approves** the amendment of the target tolerance relating to the percentage of Housing repairs completed on time (PI 35) to zero, in line with the contracted performance level.

**REPORT DETAIL** 

# HAVERING WILL BE <u>CLEAN</u> AND WE WILL CARE FOR THE ENVIRONMENT

1. The Council's progress in making Havering a clean borough has been mixed, with 43% (3 of 7) of indicators meeting target or being within target tolerance.

## 1.1 Highlights:

- (PI 2) 11 of the Council's parks and open spaces now have Green Flag status following the annual inspection by environmental charity Keep Britain Tidy. This is an improvement on last year's figure of 9. The new parks with Green Flag status are Central Park and Rise Park.
- (PI 6) To date there have been 291 volunteers that have taken part in community clean ups this year, therefore surpassing the annual target of 256. During Quarter 2 there were 18 community clean ups that took place and overall 179 volunteers took part. These included Sanders School Year 7 pupils who partook in 4 clean-ups across 4 locations as well as various other groups that took part in regular clean-ups within parks across the borough.
- (PI 8) The percentage of planning appeals allowed against refusal of planning permission was below target (where lower in 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 1.8 days. Work is continuing to improve data capture and data quality issues to ensure the figure is accurate as possible. 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. Quarter 2 has also seen an increase in the number of large fly tips in rural areas of the borough. The Council is working with partners to tackle this issue.

- (PIs 3, 4 and 5) 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 visits / reports and better timing of the committee date. For major planning applications, better pre-planning is also taking place. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. This would include the registration, validation and consultation stages for "minor" and "other" categories of planning application. Staff will continue to have sight of all plans during the main processing, analysis and decision making stages. When implemented, this will streamline the initial part of the planning process and will improve overall performance.
- (PI 7) The provisional levy waste tonnage for April to August 2016 suggests that this PI will be above target (where lower is better) and this will have financial implications for the Council. There are ongoing campaigns, events and initiatives to reduce waste tonnages such as; the Love Food Hate Waste Cookery Workshops, the Recycle Week Roadshow (12<sup>th</sup> to 18<sup>th</sup> September), Restart Parties, and the launch of the online free Composting Doctor Service as well as the Green Points scheme.

# PEOPLE WILL BE <u>SAFE</u>, IN THEIR HOMES AND IN THE COMMUNITY

2. The Council's performance in ensuring Havering is a safe borough has also been mixed for Quarter 2, with 50% (11 of 22) indicators meeting target or being within target tolerance.

# 2.1 Highlights:

- (PI 20) The percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship Order) is above target, at 20.3% against a target of 16%. Four children have been adopted and nine children have been granted a Special Guardianship Order so far this year.
- (PI 21) The rate of permanent admissions to residential and nursing care homes for individuals aged between 18-64 years is currently on target. To date there have only been 6 admissions into long term care, while at the same stage last year there had been 10.
- (PI 24) The percentage of adults in contact with secondary mental health services living independently is significantly above target and better than both last quarter and this time last year. To date this year there have been 515 service users in this cohort living independently, while at the same stage last year there had been 417.
- (PI 26) The number of adults with learning disabilities who live in their own home or with their family continues to improve and is currently on target. As at the end of Quarter 2 there were 160 service users recorded as living in settled accommodation, while at the same stage last year there were 147.
- (PIs 30, 31 and 32) Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). Currently 100% carers are receiving their support via self-direction, all of whom receive a direct payment. In addition, 84.6% of service users are receiving their support via self-direction, above the target of 83%.

### 2.2 Improvements required:

- (PI 9) The number of service users aged 65+ who have been permanently admitted into residential or nursing care is higher than the Quarter 2 target and worse than this time last year. To date there have been 158 new admissions into long stay placements compared to 133 at the same stage last year. The average age of new service users being admitted into long term care has continues to be in the mid-eighties. There continues to be pressure for placements in the borough and work within the service continues to ensure that admissions are timely and appropriate and that all other community based services have been exhausted before long term placements are made.
- (PI 10) The total number of Total Notifiable Offences (TNOs) recorded this financial year to date is 8,720, an increase of 10.1% from 7,922 at the same stage last year. London wide there has been an increase of 6.3%. The changes made in how police forces record and classify violent crimes has contributed to a 'manufactured' rise in violent crime figures nationally, but equally greater integrity in recording. Given these changes in recording, performance figures will not improve this financial year. However, the Office for National Statistics (ONS) is exploring measuring TNOs through a weighted severity score rather than counting each incident, based on harm and risk. More details on this are anticipated to be released in 2017.
- (PI 11) The total number of in-house foster carers has fallen further from this year's target, from 81 last quarter down to 73 this quarter. The Fostering Service is addressing this matter via an extensive marketing and recruitment campaign. The focus specifically relates to the recruitment of carers for 11-15 year olds and it is projected that 18 new foster carers will be approved by the year-end. This will bring the outturn on target so long as no further foster carers are de-registered before the end of the financial year.
- (PI 12) At the end of Quarter 2, 55.9% of our eligible looked after children (LAC) aged under 16 years had been in the same placement for at least 2 years, below the 70% target. However the year-end target is anticipated to be achieved when we take into account the number of children / young people who will reach their 16th birthday during the year and the current placements that we currently believe will remain unchanged during the year.
- (PI 13) The total number of Anti-Social Behaviour reports this financial year to date is 3,488, an increase of 30.3% from the 2,677 reports that had been received at this point last year. London wide there has been an increase of 11.8%.

There are a small number of specific problems which are having an adverse effect on performance in this area, most notably the appearance of traveller sites. There were in excess of 500 calls generated by the arrival of travellers and caravans at nine locations throughout Havering between April and September 2016, contributing 15% of all ASB incident calls. A number of options are being put forward to address this, including the establishment of a joint OSC topic group and cross-border working with geographical neighbours.

Another persistent problem complained of repeatedly, although much lower in volume, is vehicle nuisance and drifting around the Business Improvement District in Rainham, which has precipitated 65 ASB calls during the financial year to date.

• (PI 14) As at the end of September, of the 59 children involved in Care Proceedings, 39 (66%) had been in place for less than 26 weeks against a target of 80%. To address this, care proceedings are tracked weekly with

oversight by the Group Manager and Head of Service. Staffing has stabilised within the Intervention and Support Service and performance is expected to improve before the end of the financial year.

- (PI 15) The percentage of children who wait less than 14 months between entering care and moving in with their adopting family is worse than target but better than last year's outturn, performance last quarter and this time last year. Of the four children who have had their adoption orders granted this period and the six currently placed with their adoptive families awaiting orders, five (50%) waited less than 14 months between starting to be looked after and moving in with their adoptive families.
- (PI 16) The number of new in-house foster carers is well below target but slightly better than last quarter. The Fostering Team has confirmed that there are currently 11 families being assessed in the next few months. Overall this could mean that this year's target of 20 may be hard to achieve although the campaign to recruit new carers is continuing.
- (PI 17) The percentage of looked after children who leave care at 18 and remain living with their foster carers (Staying Put) is worse than target but better than last quarter. This PI relates to a very small cohort of children. So far this year there has been three young people turn 18 who were living with a foster carer with one of these remaining with the carer in a 'Staying Put' arrangement.
- (PI 23) Whilst the percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years is above target, performance has improved since last quarter. At the end of September there have been 20 (out of 140) new CP Plans relating to children who have previously been on a CP plan during the past 2 years, with 6 of these starting during September, the highest number since May. Havering's performance in this area is now much more comparable with its statistical neighbours.
- (PI 29) Direct payments as a percentage of self-directed support for adult social care service users is below target for Quarter 2 and is worse than both last quarter and the same point last year. In line with the national picture, Adult Services continue to face challenges in increasing the take up of direct payments for older people and considering Havering's significant older population this explains the scale of the challenge the service has. Commissioning Services continue to lead on a number of initiatives to increase the take up of Direct Payments including the introduction of a payment card and the development of the Personal Assistant market.

# OUR RESIDENTS WILL BE <u>PROUD</u> TO LIVE IN HAVERING

3. The Council's performance on ensuring Havering's residents are proud to live in the borough has been positive, with 96% (24 of 25) indicators given a RAG rating meeting target or being within target tolerance.

# 3.1 Highlights:

- (PI 36) There were only 96 properties which were at non-decent standard out of 8,774 at the end of Quarter 2. We are above target for this PI and performing better than last quarter and this time last year.
- (PI 37) The percentage of estate inspections achieving the target score is above target. The introduction of 'Commontime' mobile device software in October 2016 will provide a more accurate picture of any elements which are failing and causing disrepair on the Housing estates areas going forwards.

- (PI 38) There are 65 units under construction for Mercury Land Holdings at the end of Q2, which is on target. These are located at the Old church Hospital Site in Romford, and a further 44 units will be commenced in Q4 at 75 North Street in Hornchurch.
- (PI 39) The number of physical library visitors is above target this quarter. During the school summer holidays, children are encouraged to read six books in the 'Summer Reading Challenge'. This creates an expected seasonal increase in the number of library users during Quarter 2. Performance is 17% lower than the same period last year, despite a 32% reduction in library opening hours.
- (PI 40) The Quarter 2 'average void to re-let times' performance outturn is currently exceeding the annual target of 14 days by 14% (1.9 days). This is because of the continuing success of the 'whole process reviews' undertaken in 2015/16, and the review of policies and processes in 2016/17.
- (PI 41) The percentage of adults in contact with secondary mental health services in paid employment is better than target and is better than at the same stage last year. At present there are 41 service users in employment who are in contact with secondary mental health services. At the same stage last year there were 26.
- (PI 42) The percentage of young people leaving care who are in education, employment or training at age 18 to 21 is above target. Prospects is commissioned to work with schools to identify those at risk of not participating and to provide early intervention to reduce the Not in Education, Employment or Training (NEET) levels locally. Care Leavers are specifically targeted for support as part of this.
- (PIs 43 and 45) The percentage of Early Years providers judged Good or Outstanding by Ofsted is above target and better than this time last year. There were 71 inspections in this period, in which 16 Private, Voluntary or Independent providers (PVIs) improved to Good or better. 20 new providers had a first judgement of Good or better.
- (PI 46) The number of volunteers assisting in the running of Library Services continues to grow and has exceeded target this quarter by 9%.
- (PI 47) The number of free early years education offers extended to disadvantaged 2 year olds is better than target and better than this time last year. By January 2017 we anticipate 841 two year olds to be in a funded childcare place.
- (PI 51) The percentage of suppliers paid within 30 days of receipt by Transactional Team by invoice continues to improve and at the end of Q2 was above target.
- (PI 52) Customer Satisfaction in the contact centre continues to improve with a satisfaction score of 89.91% at the end of Quarter 2 against a target of 85%.
- (PI 53) The number of online transactions has significantly increased compared to the same period last year.
- (PIs 56 and 57) Performance is on target for the speed of processing changes in circumstances of Housing Benefit / Council Tax Support Claimants due to increased automation. There are also plans in place to automate the process for new Housing Benefit / Council Tax claims, which will improve performance for this indicator, which is currently above target but within target tolerance.
- (PIs 58 and 59) The percentage of Corporate Complaints completed within 15 days and the percentage of Member/MP Enquiries completed within 15 days are both above target and significantly better than this time last year.

### 3.2 Improvements required:

- (PI 50) The current average sickness absence rate across the council is 10.4 FTE days per employee, a decrease of 0.1 FTE days from the last quarter but worse than the target. Managers continue to support their staff during sickness absence by ensuring timely referrals to Occupational Health, and ensuring that first and second formal review meetings are conducted in an appropriate and timely manner. A 24/7 Absence Line pilot scheme has also been launched in October for Environment and Catering Services. Employees are required to call a dedicated telephone line instead of their line manager to register any sickness absence. They are then directed to a medical professional to receive further support and advice. Early indications are that absence is now lower in both trial areas. A full assessment of the pilot will be undertaken with a view to this being rolled out to the rest of the organisation in an effort to reduce sickness levels.
- 4. The full Corporate Performance Report is attached as **Appendix 1**.

**REASONS AND OPTIONS** 

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

Other options considered: N/A

IMPLICATIONS AND RISKS

### Financial implications and risks:

The Levy Waste Tonnage performance indicator (PI 7) has financial implications in that, as levy costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027.

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

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

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

### Human Resources implications and risks:

The OneSource HR Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence and temporary additional HR resources have been made available to support managers in this regard.

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

### 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:

- Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)
- Number of total notifiable offences (TNOs)
- Total number of in-house foster carers
- Percentage of looked after children (LAC) placements lasting at least 2 years
- Number of antisocial behaviour (ASB) incidents
- Percentage of care proceedings under 26 weeks
- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Number of new in-house foster carers
- Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)
- Direct payments as a percentage of self-directed support for service users
- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years

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 <a href="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</a>

### Quarter 2 2016/17 Corporate Performance Report



| RAG Ra | ling  | Direction of T                        | ravel (DOT)  | Description                       |     |
|--------|---|---------------------------------------|--|-----------------------------------|-----|
|        |   |                                       | Short Term: Performance is better than the previous quarter  | Corporate Plan Indicator          |     |
| Gree   | On or within the 'tolerance' of the quarter target                                  |                                       | Long Term: Performance is better than at the same point last year  | Outturns reported cumulatively    | (C) |
|        |   |                                       |  | Outturns reported as snapshot     | (S) |
|        | More than the 'tolerance' off the guarter target but where                          |                                       | Short Term: Performance is the same as the previous quarter  | Outturns reported as rolling year | (R) |
| Ambe   | performance has improved or been maintained.  |                                       | Long Term: Performance is the same as at the same point last year  |                                   |     |
| Red    | More than the 'tolerance' off the quarter target and where performance is worsening | · · · · · · · · · · · · · · · · · · · | Short Term: Performance is worse than the previous quarter<br>Long Term: Performance is worse than at the same point last year |                                   |     |

| Line.no    | Indicator and Description  | Value                | 2016/17<br>Annual Target | 2016/17<br>Quarter 2<br>Target | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance |   | t Term DOT against<br>2016/17 (Q1) | Long     | ; Term DOT against<br>2015/16 (Q2) | Comments  | Service  | O&S<br>Sub-Committee   |
|------------|--|----------------------|--------------------------|--------------------------------|---------------------|----------------------------------|---|------------------------------------|----------|------------------------------------|---|--|------------------------|
| CLEAN: Sup | oporting our community   |                      | •                        |                                | •                   |                                  |   |                                    |          |                                    |   |  |                        |
| Page 1     | Avg. number of days taken to<br>remove streetcare flytips <b>(C)</b>   | Smaller is<br>Better | 1 day                    | 1 day                          | ±10%                | 1.8 days<br>(RED)                | + | 1.5 days                           | N/A      | N/A - New<br>indicator             | The performance for Q2 is above target (where lower is better) and has worsened compared to last quarter. Ongoing data quality issues continue to be a problem which will be alleviated by the introduction of "in-cab" technology. An order has now been placed to equip the street cleansing fleet with "in-cab" devices which will monitor performance and should speed up response times. This more accurate way of recording is likely to show a greater number of fly tips cleared as previously unreported flytips will now be recorded. There has also been an increase in demand on the service during the borough which often contain contaminated waste that require a specialist team and therefore take a longer time to clear. Corrective Action: Covert operations will be taking place to identify the perpetrators of large flytips, as well as partnership work with the Police, Environment Agency and Thurrock Council to tackle this issue. Rural roads are also checked by the enforcement team on a daily basis. | Environment<br>Local performance<br>indicator  | Environment            |
| 2          | The number of parks with<br>Green Flag Status  | Bigger is<br>Better  | 11                       | NA                             | ±1%                 | 11<br>(GREEN)                    | _ | N/A                                | <b>^</b> | 9                                  | This is an annual indicator but has been included in the Q2 report as the annual Green<br>Flag inspections were completed by environmental charity Keep Britain Tidy over the<br>summer period. Havering was successful in gaining 11 Green Flags, an increase of 2 since<br>last year. The parks with new Green Flag status are Central Park and Rise Park. A Green<br>Flag flying is a sign to the public that the space boasts the highest possible standards, is<br>beautifully maintained and has excellent facilities.  | Environment<br>Local performance<br>indicator  | Environment            |
| CLEAN: Usi | ng our influence   |                      |                          |                                |                     |                                  |   |                                    |          |                                    |   |  |                        |
| 3          | Percentage of other<br>applications processed within 8<br>weeks<br>(Note –extension of time<br>agreements not included) <b>(C)</b> | Bigger is<br>Better  | 80%                      | 80%                            | ±10%                | 68%<br>(344 of 508)<br>(RED)     | ÷ | 78%<br>(408 of 523)                | ¥        | 86%<br>(759 of 886)                | During Q2, out of a total of 508 applications, 141 had Extension of Time Agreements, 134<br>of which were decided within the agreed time frame. This would give a revised<br>percentage of 92% if EoT applications were taken into consideration for this PI.<br><b>Corrective action</b> : Performance has been impacted this quarter due to an isolated issue<br>regarding notification. It impacted the ability to determine a batch of householder<br>planning applications within the usual 8 week period. This was managed with the use of<br>Extension of Time agreements and is not envisaged to happen again so no further<br>corrective action is being taken. Separately, consultation has now closed on restructure<br>proposals which would facilitate the outsourcing of the initial part of the planning<br>application process. When implemented, this will streamline the process and will<br>improve overall performance.   | <b>Regulatory Services</b><br>Reported to Department<br>Communities & Local<br>Govt (DCLG) | Towns &<br>Communities |

| Line.no    | Indicator and Description   | Value                | 2016/17<br>Annual Target | 2016/17<br>Quarter 2<br>Target | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance                               |          | t Term DOT against<br>2016/17 (Q1) |     | ; Term DOT against<br>2015/16 (Q2) | Comments  | Service  | O&S<br>Sub-Committee   |
|------------|---|----------------------|--------------------------|--------------------------------|---------------------|--|----------|------------------------------------|-----|------------------------------------|---|--|------------------------|
| 4          | Percentage of major<br>applications processed within<br>13 weeks<br>(Note –extension of time<br>agreements not included) <b>(C)</b> | Bigger is<br>Better  | 65%                      | 65%                            | ±10%                | 33%<br>(4 of 12)<br>(AMBER)                                    | <b>^</b> | 28.57%<br>(2 of 7)                 | ¥   | 35%<br>(7 of 20)                   | During Q2, out of a total of 12 applications 5 had Extension of Time Agreements and 4 of these were decided within the agreed time frame. This would give a revised percentage of 67% if EoT applications were taken into consideration for this PI.<br><b>Corrective action:</b> 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. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.             | <b>Regulatory Services</b><br>Reported to Department<br>Communities & Local<br>Govt (DCLG)     | Towns &<br>Communities |
| 5<br>Tag   | Percentage of minor<br>applications processed within 8<br>weeks<br>(Note –extension of time<br>agreements not included) <b>(C)</b>  | Bigger is<br>Better  | 65%                      | 65%                            | ±10%                | 55%<br>(62 of 113)<br>(AMBER)                                  | <b>~</b> | 46.46%<br>(46 of 99)               | ¥   | 60%<br>(134 of 224)                | During Q2, out of a total of 113 applications, 33 had Extension of Time Agreements, 31 which were decided within the agreed time frame. This would give a revised percentage of 82% if EoT applications were taken into consideration for this PI.<br><b>Corrective action</b> : Various activities such as promotion of the 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. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.                 | <b>Regulatory Services</b><br>Reported to Department<br>Communities & Local<br>Govt (DCLG)     | Towns &<br>Communities |
| ge ຳວ      | Number of volunteers<br>participating in community<br>clean ups <b>(C)</b>  | Bigger is<br>Better  | 256                      | 120                            | ±10%                | 291<br>(GREEN)   | <b></b>  | 112                                | •   | 110                                | The annual target for this PI has already been exceeded. In Q2 there were 18 community clean ups in which 179 volunteers that took part. These included Sanders School Year 7 pupils taking part in 4 clean-ups across 4 locations as well as various other groups partaking in regular clean-ups within different parks across the borough.  | <b>Policy and Performance</b><br>Local performance<br>indicator                                | Towns &<br>Communities |
| 7          | Levy Waste tonnage <b>(C)</b>   | Smaller is<br>Better | 85,386 Tonnes            | 43,346 tonnes                  | ±0%                 | 36,921 tonnes (Apr-<br>Aug16 : Q2 figure<br>not yet available) | →        | 22,598 tonnes                      | N/A | NEW                                | The full quarter 2 figure is not available until 6-8 weeks after period end, but a<br>provisional figure until the end of August has been provided. The waste service<br>continues to deliver various schemes, events and initiatives to encourage re-use,<br>recycling and waste minimisation.   | Environment<br>Reported to Department<br>for Environment, Food<br>and Rural Affairs<br>(DEFRA) | Environment            |
| 8          | Percentage of appeals allowed<br>against refusal of planning<br>permission <b>(C)</b>   | Smaller is<br>Better | 35%                      | 35%                            | ±10%                | 26%<br>(9 of 34)<br>(GREEN)                                    | ←        | 32%<br>(10 of 31)                  | 1   | 58%<br>(19 of 33)                  | The percentage of appeals allowed against refusal of planning permission remains well<br>below target (where lower is better). Performance has improved significantly since this<br>time last year.   | Regulatory Services<br>Reported to Department<br>Communities & Local<br>Govt (DCLG)            | Towns &<br>Communities |
| SAFE: Supp | orting our community  |                      |                          |                                |                     | 1  |          | [                                  |     | [                                  |   | 1  |                        |
| 9          | Rate of permanent admissions<br>to residential and nursing care<br>homes per 100,000 population<br>(aged 65+) (C)                   | Smaller is<br>better | 598.01                   | 289.0                          | ±10%                | 344.5<br>(RED)   | ¥        | 159.2                              | ¥   | 291.8                              | Performance in this area is currently above target (where lower is better) and<br>performance has got worse since Q1. To date there have been 158 admissions into long<br>stay establishments. At the same stage last year there had been 133. The complexity of<br>needs of service users is also increasing, and the higher level of activity going through the<br>hospital is also impacting adversely on this indicator.<br><b>Corrective Action:</b> As with previous years, there is continued pressure for placements in<br>the Borough and work within the service continues to ensure that admissions are timely<br>and appropriate and that all other community based options have been exhausted before<br>long term placements are made. The average age of council-supported permanent<br>admissions of adults (aged 65+) to residential and nursing care is 85 years. | Adult Social Care<br>Reported to Department<br>of Health (DH)                                  | Individuals            |

| Line.no | Indicator and Description  | Value                | 2016/17<br>Annual Target          | 2016/17<br>Quarter 2<br>Target    | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance |          | Term DOT against<br>2016/17 (Q1) | Long | g Term DOT against<br>2015/16 (Q2) | Comments   | Service   | O&S<br>Sub-Committee |
|---------|--|----------------------|-----------------------------------|-----------------------------------|---------------------|----------------------------------|----------|----------------------------------|------|------------------------------------|--|---|----------------------|
| 10      | Number of total notifiable<br>offences (TNO) <b>(C)</b>  | Smaller is<br>Better | Awaiting<br>targets from<br>MOPAC | Awaiting<br>Targets from<br>MOPAC | ±0%                 | 4,194<br>(RED)                   | <b>^</b> | 4,526                            | ¥    | 4,102                              | The total number of TNO recorded this financial year to date is 8,720, an increase of 10.1% from 7,922 in the previous corresponding period. London wide there has been an increase of 6.3%. The sub-category of crime 'Violence against the Person' has contributed to four-fifths of the current increase, resulting from continued improvements in recording practices and better integrity of recorded crime data. Long term monthly trend data shows that the impact of recording changes was most notable from Apr-Jun 2015 (rising steeply through this quarter), whereas monthly performance levels have been less varied since Jul 2015. It would appear that, in terms of how crime is being recorded, the data is becoming more comparable and methodology changes are embedded. <b>Corrective Action</b> : The changes made in how police forces record and classify violent crimes has contributed to a 'manufactured' rise in violent crime figures nationally, but equally greater integrity in recording. The changes followed recommendations made by Her Majesty's Inspectorate of Constabularies (HMIC), which raised concerns about the level of crimes being reported to police which were not recorded officially as crimes. On average, nationally, 20% of crimes reported to police which should have been recorded as crimes were not. Given these changes in recording, performance figures will not improve this financial year. However, the ONS is exploring measuring TNO through a weighted severity score rather than counting each incident, based on harm and risk. More details on this are anticipated to be released in 2017. | Policy and Performance<br>Reported to Mayor's<br>Office for Policing and<br>Crime (MOPAC) | Crime & Disorder     |
| Page 1  | Total number of in-house<br>foster carers<br><b>(S)</b>  | Bigger is<br>Better  | 90                                | 90                                | ±10%                | 73<br>(RED)                      | ¥        | 81                               | N/A  | N/A                                | This is a new PI this financial year. Numbers have dropped again this month, linked to timings of de-registrations and when carers should be removed from the Fostering register. At 73 carers we remain outside of the 10% target tolerance.<br><b>Corrective Action:</b> The Fostering Service is addressing this matter via an extensive marketing and recruitment campaign. The focus specifically relates to the recruitment of carers for 11-15 year olds and it is projected that 18 new foster carers will be approved by the year end. This will bring the outturn on target so long as no further foster carers are de-registered before the end of the financial year.  | <b>Children's Services</b><br>Local performance<br>indicator                              | Children & Learning  |
| 12      | Percentage of looked after<br>children (LAC) placements<br>lasting at least 2 years <b>(S)</b> | Bigger is<br>Better  | 70%                               | 70%                               | ±10%                | 55.9%<br>(RED)                   | ÷        | 63%                              | ¥    | 72.3%                              | At the end of Q2, 55.9% of our eligible LAC aged under 16 years had been in the same<br>placement for at least 2 years, which means that we are currently performing below our<br>2016/17 target of 70%. However if we take into account those children/young people<br>who will reach their 16th birthday during the year, and those current placements that we<br>assume will remain unchanged that come within the cohort our year end forecast is still<br>currently on target at 71.2%.<br><b>Corrective Action:</b> No corrective action is being taken at this stage as the year end target<br>is still predicted to be achieved.   | <b>Children's Services</b><br>Reported to Department<br>for Education (DfE)               | Children & Learning  |
| 13      | Number of antisocial behaviour<br>(ASB) incidents <b>(C)</b>                                   | Smaller is<br>Better | 4,808                             | 1,428                             | ±10%                | 2,096<br>(RED)                   | *        | 1,392                            | ¥    | 1,468                              | ASB incidents (2,096) are 47% above the target (1,428) for Q2.<br>The total number of ASB reports this financial year to date is 3,488, an increase of 30.3%<br>from 2,677 reports in the previous corresponding period. London wide there has been an<br>increase of 11.8%.<br>The largest contributor to the increase is multiple complaints regarding traveller<br>communities occupying open spaces across the borough. This highly visible activity<br>(which is counted as ASB under the categories of trespass and vehicle nuisance)<br>generates significantly high call volumes (contributing to 15% of ASB calls in the current<br>financial year to date, with over 500 calls relating to just 9 sites which were occupied<br>between late June and September).<br><b>Corrective Action:</b> Following the Havering Ccommunity Safety Partnership meeting on<br>19/10/2016 a number of options were put forward to reduce the volume of complaints<br>relating to traveller communities occupying green spaces, including the establishment of<br>a joint OSC topic group and cross-border working with geographical neighbours.  | Policy and Performance<br>Reported to Mayor's<br>Office for Policing and<br>Crime (MOPAC) | Crime & Disorder     |

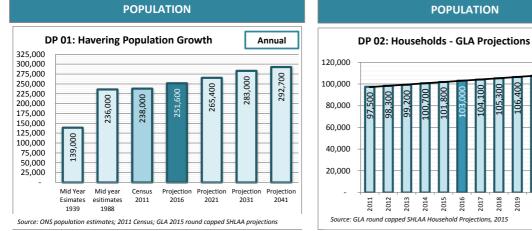
| Line.no  | Indicator and Description  | Value                | 2016/17<br>Annual Target                       | 2016/17<br>Quarter 2<br>Target                 | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance |          | t Term DOT against<br>2016/17 (Q1) |          | ; Term DOT against<br>2015/16 (Q2) | Comments  | Service  | O&S<br>Sub-Committee |
|----------|--|----------------------|--|--|---------------------|----------------------------------|----------|------------------------------------|----------|------------------------------------|---|--|----------------------|
| 14       | Percentage of care proceedings<br>under 26 weeks <b>(C)</b>  | Bigger is<br>Better  | 80%  | 80%  | ±10%                | 66.1%<br>(39 of 59)<br>(RED)     | N/A      | N/A                                | N/A      | N/A                                | A new manager has since been appointed and is addressing this issue. At the end of<br>September of the 59 children involved in Care Proceedings, 39 (66%) had been in place<br>for less than 26 weeks. The longest case has been in progress for 49 weeks and involves<br>a family of 2 siblings with a current court status of "final hearing" with the hearing due in<br>November.<br><b>Corrective Action:</b> Care proceedings are tracked weekly with oversight by the Group<br>Manager and Head of Service. Staffing has stabilised within the ISS team and<br>performance is expected to improve.  | <b>Children's Services</b><br>Reported to Department<br>for Education (DfE)                      | Children & Learning  |
| 15       | Percentage of children who<br>wait less than 14 months<br>between entering care and<br>moving in with their adopting<br>family (C)                       | Bigger is<br>Better  | 75%  | 75%  | ±10%                | 50%<br>(5 of10)<br>(AMBER)       | <b>↑</b> | 44%<br>(4 of 9)                    | •        | 22%<br>(2 of 9)                    | Of the 4 children who have had their adoption orders granted this period and the 6 currently placed with their adoptive families awaiting orders, 5 (50%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is an improvement on last year's outturn, but short of our 2016/17 target of 75%.   | <b>Children's Services</b><br>Reported to Department<br>for Education (DfE)                      | Children & Learning  |
| 16       | Number of new in-house foster carers <b>(C)</b>  | Bigger is<br>Better  | 20   | 10   | ±10%                | 1<br>(AMBER)                     | 1        | 0                                  | ÷        | 10                                 | So far this year we have had 1 new approval (during August). There are currently 11 families being assessed in the next few months. Overall this could mean that this year's target of 20 may be hard to achieve although the campaign to recruit new carers is continuing.   | <b>Children's Services</b><br>Local performance<br>indicator                                     | Children & Learning  |
| 17       | Percentage of looked after<br>children that leave care at 18<br>and remain living with their<br>foster carers (Staying Put) <b>(C)</b>                   | Bigger is<br>Better  | 70%  | 70%  | ±10%                | 33.3%<br>(AMBER)                 | <b>^</b> | 0%                                 | N/A      | N/A                                | This is a new PI for 2016/17 and the calculation is based on the number of young people that cease to be looked after on their 18th birthday who have a foster care placement and who remain living with that carer. So far this year there have been 3 young people turn 18 who were living with a foster carer with 1 of these remaining with the carer in a 'Staving Put' arrangement.   | Children's Services<br>Reported to Department<br>for Education (DfE)                             | Children & Learning  |
| Page 158 | Rate of delayed transfers of<br>care attributable to Adult<br>Social Care (ASC) only per<br>100,000 population <b>(C)</b>                                | Smaller is<br>better | 1.5  | 1.5  | ±10%                | 0.9<br>(Q1)<br>(GREEN)           | →        | 0.7<br>(Q4)                        | ¥        | 0.5<br>(Q1 2015/16)                | There is a 6 week time lag with this data, so the figure for Q1 has been provided.<br>Performance in this area is worse than target for Q1 and is worse than Q4 2015/16 and<br>worse than at the same stage last year.<br>Adult Services continue to focus efforts with the Joint Assessment Discharge (JAD) team<br>to ensure timely discharges take place for all clients with a social care need. For Q1 there<br>had been an average of 1.7 delays per month where the responsibility was Adult<br>Services' across both the acute and non acute sectors. The vast majority of delays were in<br>the non-acute sector (4 Non Acute; 1 Acute).   | Adult Social Care<br>Reported to Department<br>of Health (DH)                                    | Individuals          |
| 19       | Repeat Domestic Violence<br>cases going to the MARAC <b>(C)</b>  | Smaller is<br>Better | 24.5%<br>(in line with<br>national<br>average) | 24.5%<br>(in line with<br>national<br>average) | ±5%                 | 8.5%<br>(6 out of 71)<br>(GREEN) | *        | 43.9%<br>(25 out of 57)            | <b>^</b> | 29.7%<br>(19 out of 64)            | 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).<br>The target for MARAC referrals is 250 for 2016-17.<br>An unusually high number of cases referred in Q1 had been repeat referrals over the previous 12 months, leading to the Q1 repeat rate being 43.9% (25 of 57). Just 6 of 71 referrals made in Q2 (8.5%) had been referred on a second occasion during the previous 12 months, leading to the Q1 repeat referral rate for the financial year to date was 31.0%. This is higher than the national average of 24.5%, but within the recommended guidelines of 28-40% as set by Safe Lives. Havering is currently under-resourced in terms of Independent Domestic Violence Advicates (IDVAs) who manage MARAC cases. issues with the pan-London service, which is commissioned and managed by MOPAC, have been raised at the highest levels by havering and other Community Safety Partnerships across London which are experiencing similar staffing / capacity issues with the new service. The Council has received assurances that this will be fully resolved by the end of November. | <b>Policy and Performance</b><br>Reported to Mayor's<br>Office for Policing and<br>Crime (MOPAC) | Crime & Disorder     |
| 20       | Percentage of looked after<br>children who ceased to be<br>looked after as a result of<br>permanency (Adoption and<br>Special Guardianship) ( <b>C</b> ) | Bigger is<br>Better  | 16%  | 16%  | ±10%                | 20.3%<br>(GREEN)                 | <b>^</b> | 9.7%                               | N/A      | N/A                                | So far this year we have seen 4 children cease to be looked after due to the granting of an adoption order, and 9 children cease to be looked after due to the granting of a special guardianship order, which means that we are currently performing above our 2016/17 target of 16%.  | <b>Children's Services</b><br>Reported to Department<br>for Education (DfE)                      | Children & Learning  |

| Line.no           | Indicator and Description   | Value                | 2016/17<br>Annual Target | 2016/17<br>Quarter 2<br>Target | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance | Shor | t Term DOT against<br>2016/17 (Q1) |     | g Term DOT against<br>2015/16 (Q2) | Comments   | Service  | O&S<br>Sub-Committee |
|-------------------|---|----------------------|--------------------------|--------------------------------|---------------------|----------------------------------|------|------------------------------------|-----|------------------------------------|--|--|----------------------|
| 21                | Rate of permanent admissions<br>to residential and nursing care<br>homes per 100,000 population<br>(aged 18-64) <b>(C)</b>            | Smaller is<br>better | 12                       | 6                              | ±10%                | 4<br>(GREEN)                     | ¥    | 2                                  | 1   | 6.8                                | The rate of permanent admissions for individuals aged between 18-64 years is currently<br>on target. To date there have only been 6 admissions into long term care. At the same<br>stage last year there had been 10. Services are continuing to manage a number of<br>complex placements where clients can no longer be supported in the community. The<br>services continue to be aware of upcoming transitions cases and all services are<br>monitoring clients in the community that may need moving to residential placements in<br>the near future, particularly those with older carers.  | <b>Adult Social Care</b><br>Reported to Department<br>of Health (DH) | Individuals          |
| 22                | Percentage of looked after<br>children (LAC) placed in LBH<br>foster care <b>(S)</b>  | Bigger is<br>Better  | 40%                      | 40%                            | ±5%                 | 39.2%<br>(GREEN)                 | ¥    | 41.6%                              | ¥   | 43%                                | This is a new PI and is based on the total of in-house and family and friend placements.<br>In September the figure was 68 in-house and 25 family and friends placements and<br>although figures have dropped slightly as the year has progressed (from 44% in April), we<br>continue to be within target.   | <b>Children's Services</b><br>Local performance<br>indicator         | Children & Learning  |
| SAFE: Usin        | g our influence   |                      | 1                        |                                | 1                   |                                  | 1    |                                    | 1   | 1                                  | 1  |  |                      |
| 23                | Percentage of children<br>becoming the subject of a Child<br>Protection Plan for a second or<br>subsequent time within 2 years<br>(C) | Smaller is<br>Better | 10%                      | 10%                            | ±10%                | 14.3%<br>(20 of 140)<br>(AMBER)  | •    | 15.9%<br>(10 of 63)                | ¥   | 5.1%<br>(12 of 235)                | At the end of September there had been 20 (out of 140) new CP Plans relating to children who have previously been on a CP plan during the past 2 years, with 6 of these starting during September, the highest number since May. These 6 cases include a sibling group of 3. These new plans have resulted in a year to date total of 14.3%, outside of the target and an increase on 12.5% at the end of August but an improvement on the Q1 outturn.   | <b>Children's Services</b><br>Local performance<br>indicator         | Children & Learning  |
| 24                | Percentage of adults in contact<br>with secondary mental health<br>services living independently,<br>with or without support (C)      | Bigger is<br>better  | 76%                      | 76%                            | ±10%                | 90.5%<br>(GREEN)                 | •    | 75.6%                              | •   | 86.7%                              | This performance indicator is led by the North East London Foundation Trust (NELFT) and<br>is currently exceeding target. To date this year there have been 515 service users with<br>mental health difficulties living independently. At the same stage last year there had<br>been 417.  | Adult Social Care<br>Reported to Department<br>of Health (DH)        | Individuals          |
| 25                | Successful completion of drug<br>treatment – opiates and non-<br>opiates <b>(S)</b>   | Bigger is<br>Better  | 50%                      | 50%                            | ±3%                 | 48.6%<br>(GREEN)                 | •    | 40.5%                              | N/A | N/A                                | Performance has improved since Q1 and is within target tolerance. There is no long term<br>DOT available as a new provider (WDP Havering) was commissioned in Q3 2015/16. At<br>the request of the Council, the provider is to continue with its remedial action plan until<br>performance meets the annual target of 50%.   | Public Health<br>Reported to Department<br>for Health (DH) (PHOF)    | Health               |
| ²°a0              | their own home or with their<br>family <b>(C)</b>   | Bigger is<br>Better  | 63.5%                    | 32%                            | ±10%                | 32.1%<br>(GREEN)                 | •    | 20%                                | •   | 29.2%                              | Performance is on target with 160 service users with a learning disability confirmed as<br>being in settled accommodation. This is an improvement on the outturn at the same<br>stage last year when there were 147.   | Adult Social Care<br>Reported to Department<br>of Health (DH)        | Individuals          |
| 27 1<br>27 1<br>5 | Percentage of children and<br>families reporting that Early<br>Help services made an<br>improvement to assessed<br>needs ( <b>C</b> ) | Bigger is<br>Better  | 80%                      | 80%                            | ±5%                 | N/A                              | -    | N/A                                | N/A | N/A                                | No outturn is available for this indicator as it will be replaced with a new indicator from the outcomes star, a tool that practitioners are currently piloting which tracks customer progress before, during and after intervention.  | <b>Children's Services</b><br>Local performance<br>indicator         | Children & Learning  |
| 28                | Proportion of older people<br>(65+) who were still at home 91<br>days after discharge from<br>hospital into reablement<br>services    | Bigger is<br>Better  | 87%                      | N/A                            | ±10%                | N/A                              | -    | N/A                                | N/A | N/A                                | The outturn for this indicator is not available until Quarter 4.   | Adult Social Care<br>Reported to Department<br>of Health (DH)        | Individuals          |
| SAFE: Lead        | ing by example  |                      |                          |                                |                     |                                  |      |                                    |     |                                    |  |  |                      |
| 29                | Direct payments as a<br>percentage of self-directed<br>support for service users <b>(S)</b>   | Bigger is<br>better  | 42%                      | 42%                            | ±10%                | 32.6%<br>(RED)                   | ¥    | 33.8%                              | ¥   | 36.6%                              | Direct Payments (DPs) are one component of the self-directed support (SDS) offer. Adult<br>Services are currently below target for this indicator and performance is worse than at<br>the same point last year. There were 698 service users receiving a direct payment at the<br>end of Quarter 2. At the same stage last year there were 738. However, in line with the<br>national picture, Adult Services continues to face challenges in increasing the take up of<br>DPs for older people and considering Havering's significant older population this explains<br>the scale of the challenge the service has in this area.<br><b>Corrective Action:</b> Adult Services Commissioning are leading on a number of initiatives to<br>increase the take up of Direct Payments including the introduction of a payment card and<br>the development of the Personal Assistant market. | Adult Social Care<br>Reported to Department<br>of Health (DH)        | Individuals          |
| 30                | Percentage of carers using<br>social care who receive self-<br>directed support and those<br>receiving direct payments <b>(C)</b>     | Bigger is<br>better  | 95%                      | 95%                            | ±10%                | 100%<br>(GREEN)                  | •    | 100%                               | •   | 100%                               | Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Services. This indicator monitors the services provided to carers via self direction. At present there are 93 carers who are receiving their services via self direction.  | Adult Social Care<br>Reported to Department<br>of Health (DH)        | Individuals          |

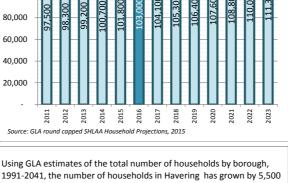
| Line.no                | Indicator and Description   | Value                | 2016/17<br>Annual Target | 2016/17<br>Quarter 2<br>Target | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance | Shor     | rt Term DOT against<br>2016/17 (Q1) |          | ; Term DOT against<br>2015/16 (Q2) | Comments  | Service   | O&S<br>Sub-Committee   |
|------------------------|---|----------------------|--------------------------|--------------------------------|---------------------|----------------------------------|----------|-------------------------------------|----------|------------------------------------|---|---|------------------------|
| 31                     | Percentage of carers using<br>social care who are receiving<br>direct payments as a<br>proportion of self-directed<br>support (C) | Bigger is<br>better  | 95%                      | 95%                            | ±10%                | 100%<br>(GREEN)                  | •        | 100%                                | •        | 100%                               | Direct Payments (DPs) are one component of the SDS offer. Currently there are 93 carers who are receiving their support via a Direct Payment.   | Adult Social Care<br>Reported to Department<br>of Health (DH)           | Individuals            |
| 32                     | Percentage of people using<br>social care who receive self-<br>directed support and those<br>receiving direct payments <b>(S)</b> | Bigger is<br>Better  | 83%                      | 83%                            | ±10%                | 84.6%<br>(GREEN)                 | ¥        | 85.9%                               | <b>^</b> | 67.8%                              | Self-Directed Support (SDS) and personalisation continue to be at the heart of the service<br>offer within Adult Services. ASC continues to provide services via Self Directed Support<br>and is on target for this indicator. There are currently 1,814 service users receiving their<br>support via self direction. At the same stage last year there were 1,368 service users<br>receiving their service via self direction.   | Adult Social Care<br>Reported to Department<br>of Health (DH)           | Individuals            |
| PROUD: Su              | upporting our community   |                      | 1                        | 1                              |                     |                                  |          | I                                   | 1        |                                    | 1   |   |                        |
| 33                     | Number of potential start-up<br>businesses accessing advice via<br>the Business Start-up<br>Programme <b>(C)</b>                  | Bigger is<br>Better  | 100                      | 50                             | ±10%                | 45<br>(GREEN)                    | 1        | 15                                  | <b>^</b> | 18                                 | The number of potential start-up businesses accessing advice via the Business Start-up<br>Programme is below target but within expected tolerance levels. Performance has<br>increased compared to last quarter and is recovering from the gap in service provision at<br>the beginning of the year whilst a new contractor was procured. Enterprise Nation<br>started in May and is confident that performance will continue to improve throughout<br>the year and meet the year-end target. The contractor will deliver workshops, coaching,<br>one-to-one health checks, online webinars, masterclasses and podcasts to local<br>businesses. | Economic Development<br>Local performance<br>indicator                  | Towns &<br>Communities |
| 34                     | Number of businesses<br>accessing advice through<br>regeneration initiatives <b>(C)</b>   | Bigger is<br>Better  | 600                      | 300                            | ±10%                | 287<br>(GREEN)                   | 1        | 270                                 | •        | 167                                | Whilst performance is below target, it is within the target tolerance. The numbers of<br>businesses accessing advice is traditionally lower in the summer months and<br>performance is expected to improve next quarter.  | Economic Development<br>Local performance<br>indicator                  | Towns &<br>Communities |
| Page                   | services contractors) (C)   | Bigger is<br>Better  | 96%                      | 96%                            | ±10%                | 89.7%<br>(GREEN)                 | <b>^</b> | 89.4%                               | ¥        | 92.0%                              | Performance is below target but remains within agreed tolerance levels. There has<br>always been a historical seasonal drop in performance during the month of September<br>for the repairs services and contractors. The maintenance services are aware of the<br>continuing decreases in the current year to date performance from our contractors and<br>are working with them to deliver the actions laid out in the Chartered Institute of<br>Housing (CIH) deep dive review.  | Housing<br>Local performance<br>indicator                               | Towns &<br>Communities |
| 160<br><sup>36</sup> 0 | Percentage of homes that<br>currently meet the decency<br>standard <b>(C)</b>   | Bigger is<br>Better  | 98%                      | 98%                            | ±10%                | 98.8%<br>(GREEN)                 | ◆        | 98.2%                               | ◆        | 97.2%                              | There are currently 8,774 homes which are at a decent standard and only 96 properties which are currently at a non-decent standard. It must be noted that the figures provided for Q2 do not include any property which has been listed for the regeneration programme.   | Housing<br>Reported to Department<br>Communities & Local<br>Govt (DCLG) | Towns &<br>Communities |
| 37                     | Estate inspections achieving<br>target score <b>(C)</b>   | Bigger is<br>Better  | 95%                      | 95%                            | ±10%                | 97%<br>(GREEN)                   | •        | 96%                                 | >        | 97%                                | Performance is above target for this indicator. Due to a change of directorship of the<br>Estates service team (moving from Housing to Environment) the use of mobile devices<br>previously used to produce this indicator was put on hold until the relevant training and<br>resourcing issues had been resolved. From the beginning of October 2016 the Estates<br>services team will be using the 'Commontime' mobile device software. Moving forwards<br>this means that the information provided will be a more accurate picture of any elements<br>which are failing and causing disrepair on the Housing estates areas.                  | Housing<br>Local performance<br>indicator                               | Towns &<br>Communities |
| 38                     | New housing units under<br>construction for Mercury Land<br>Holdings Limited <b>(C)</b>   | Bigger is<br>Better  | 100                      | 65                             | ±10%                | 65<br>(GREEN)                    | •        | 65                                  | N/A      | N/A                                | There are 65 units under construction for Mercury Land Holdings at the end of Q2. These<br>are located at the Old church Hospital Site in Romford, and a further 44 units will be<br>commenced in Q4 at 75 North Street in Hornchurch. The developments will all be private<br>rented flatted accommodation, primarily 1 and 2 bedrooms with some 3 bed units as<br>well  | Economic Development<br>Local performance<br>indicator                  | Towns &<br>Communities |
| 39                     | Number of physical library<br>visits <b>(C)</b>   | Bigger is<br>Better  | 1,017,000                | 508,500                        | ±10%                | 661,106<br>(GREEN)               | •        | 318,992                             | ¥        | 795,820                            | Visitor figures peak during July and August due to children participating in the Summer<br>Reading Challenge which encourages children to read 6 books during the 6 weeks<br>summer holiday. Performance is 17% lower than the same period last year, despite a<br>32% reduction in library opening hours.  | Culture & Customer<br>Access<br>Local performance<br>indicator          | Towns &<br>Communities |
| PROUD: U<br>40         | sing our influence Average void to re-let times (C)   | Smaller is<br>Better | 14 Days                  | 14 Days                        | ±10%                | 12.07 days<br>(GREEN)            | ¥        | 11.9 days                           | •        | 17 days                            | The Q2 'average void to re-let times' performance outturn is currently exceeding the<br>annual target of 14 days by 14% (1.9 days). This is because of the continuing success of<br>the 'whole process reviews' undertaken in 2015/16, and the review of policies and<br>processes in 2016/17.  | Housing<br>Local performance<br>indicator                               | Towns &<br>Communities |
| 41                     | Percentage of adults in contact<br>with secondary mental health<br>services in paid employment<br>(C)                             | Bigger is<br>Better  | 5.4%                     | 5.4%                           | ±10%                | 7.2%<br>(GREEN)                  | •        | 6.4%                                | •        | 5.4%                               | This performance indicator is led by the North East London Foundation Trust (NELFT).<br>Performance is currently better than target in this area and is better than at the same<br>stage last year. At present there are 41 service users in employment who are in contact<br>with secondary mental health services. At the same stage last year there were 26.   | Adult Social Care<br>Reported to Department<br>of Health (DH)           | Individuals            |

| Line.no      | Indicator and Description   | Value                | 2016/17<br>Annual Target         | 2016/17<br>Quarter 2<br>Target | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance                  |          | t Term DOT against<br>2016/17 (Q1) |     | g Term DOT against<br>2015/16 (Q2) | Comments  | Service   | O&S<br>Sub-Committee   |
|--------------|---|----------------------|----------------------------------|--------------------------------|---------------------|---|----------|------------------------------------|-----|------------------------------------|---|---|------------------------|
| 42           | Percentage of young people<br>leaving care who are in<br>education, employment or<br>training at age 18 to 21 <b>(C)</b>      | Bigger is<br>Better  | 60%                              | 60%                            | ±10%                | 64%<br>(67 of 105)<br>(GREEN)                     | <b>^</b> | 63%                                | N/A | N/A                                | This is a new PI for 2016/17. In September there were 67 of our former relevant young people aged 18-21 years old in education, employment or training. This has dropped by 1.5% since August but remains above target. Prospects is commissioned to work with schools to identify those at risk of not participating and providing early intervention to reduce the Not in Education, Employment or Training (NEET) levels locally and Care Leavers are specifically targeted for support.   | Children's Services<br>Reported to Department<br>for Education (DfE)    | Children & Learning    |
| 43           | Percentage of Early Years<br>providers judged Good or<br>Outstanding by Ofsted <b>(S)</b>                                     | Bigger is<br>Better  | 80%                              | 80%                            | ±10%                | 83%<br>(GREEN)                                    | €        | 81%                                | •   | 80%                                | There were 71 inspections since last period, in which 16 Private, Voluntary or<br>Independent providers (PVIs) improved to either Good or Better. 20 new providers had a<br>first judgement of good or better. 4 PVIs had judgements of Requires Improvement or<br>Inadequate. 7 PVIs were inspected while there were no children on roll so a judgement<br>could not be given. The remaining inspections were PVIs with either the same grade or<br>didn't affect the indicator.   | Learning & Achievement<br>Reported to Department<br>for Education (DfE) | Children & Learning    |
| 44           | Percentage of 16 to 19 year<br>olds (school years 12-14) who<br>are not in education,<br>employment or training (NEET)<br>(S) | Smaller is<br>Better | 4.0%                             | 4.0%                           | ±10%                | 3.5%<br>(GREEN)                                   | ¥        | 3.0%                               | ♦   | 2.0%                               | The September 2016 figure is not yet a validated figure and may be subject to a slight change once it has been validated by the Department for Education. There is a slight increase on the previous quarter (where smaller is better). This is due to academic year end and learners transitioning to post-16 options after the summer. There is a slight decrease in the actual number of learners (177) who are NEET compared with September 2015 (183). This is as a result of increased awareness amongst young learners and parents about post-16 options, including the annual Raising the Participation Age (RPA) transitions event, apprenticeship week events and robust tracking and targeted information, advice and guidance (IAG) interventions delivered via Prospects. We also caseload learner referrals for our vulnerable NEET cohort at the Participation, Education, Training and Employment (PETE) Panel. | Learning & Achievement<br>Reported to Department<br>for Education (DfE) | Children & Learning    |
| Page         | Percentage of schools judged<br>to be Good or Outstanding <b>(S)</b>  | Bigger is<br>Better  | 80%                              | 80%                            | ±10%                | 75%<br>(GREEN)                                    | *        | 74%                                | •   | 71%                                | There were 5 inspections since last period, in which 2 primary schools improved from<br>Requiring Improvement to Good. The remaining schools retained their Good judgement.   | Learning & Achievement<br>Reported to Department<br>for Education (DfE) | Children & Learning    |
| € 161<br>461 | The number of volunteers<br>assisting in the running of<br>library services <b>(S)</b>  | Bigger is<br>Better  | 450                              | 350                            | ±10%                | 380<br>(GREEN)                                    | <b>*</b> | 312                                | N/A | N/A                                | The number of volunteers assisting in the running of Library Services continues to<br>increase. The quarterly target has been exceeded this quarter by 9% .   | Culture & Customer<br>Access<br>Local performance<br>indicator          | Towns &<br>Communities |
| 47           | Number of free early years<br>education offers extended to<br>disadvantaged 2 year olds <b>(C)</b>                            | Bigger is<br>Better  | 681                              | 681                            | ±10%                | 787<br>(August 2016)<br>(GREEN)                   | <b>^</b> | 607<br>(January 2016)              | 1   | 623<br>(August 2015)               | The figure quoted represents the actual number of children taking up a place between<br>April and August 2016. Performance is better than target and better than this time last<br>year. A performance outturn is only available three times a year for this indicator, as<br>figures are provided termly, therefore a figure for January 2016 has been provided in the<br>short term DoT. By January 2017 we anticipate 841 two year olds to be in a funded<br>childcare place.  | Learning & Achievement<br>Local performance<br>indicator                | Children & Learning    |
| 48           | Adults with Learning<br>Disabilities in paid employment<br><b>(S)</b>   | Bigger is<br>Better  | 8.7%                             | N/A                            | ±10%                | Not available until<br>Q3                         | N/A      | N/A                                | N/A | N/A                                | This indicator is not measured until Quarter 3  | Adult Social Care<br>Reported to Department<br>of Health (DH)           | Individuals            |
| 49           | Number of apprentices (aged<br>16-18) recruited in the borough<br><b>(C)</b>  | Bigger is<br>Better  | 720<br>(Aug 2016 to<br>Jul 2017) | N/A                            | ±10%                | Data not available<br>until late November<br>2016 | N/A      | N/A                                | N/A | 560<br>(Aug14 to Apr15)            | Data not available until late November 2016.  | Learning & Achievement<br>Local performance<br>indicator                | Children & Learning    |
| PROUD: Le    | ading by example  |                      |                                  |                                |                     |   |          | 1                                  |     | 1                                  |   | 1   |                        |
| 50           | Sickness absence rate per<br>annum per employee (days) <b>(R)</b>   | Smaller is<br>Better | 8.5 days                         | 8.5 days                       | ±10%                | 10.2 days<br>(AMBER)                              | <b>~</b> | 10.4 days                          | ♦   | 10.1 days                          | Performance has improved compared to the Q1 figure of 10.4 days but is worse than this time last year and worse than the target. Managers continue to support staff during sickness absence. A 24/7 Absence Line pilot scheme has been launched in October for Environment, Catering and Grounds Maintenance. Employees are required to call a dedicated telephone line instead of their line manager to register any sickness absence. They are then directed to a medical professional to receive further support and advice. If successful, this will be rolled out to the rest of the organisation in an effort to reduce sickness levels.  | <b>Corporate Health</b><br>Local performance<br>indicator               |                        |

| Line.no | Indicator and Description  | Value                | 2016/17<br>Annual Target | 2016/17<br>Quarter 2<br>Target | Target<br>Tolerance | 2016/17 Quarter 2<br>Performance        | Shor    | t Term DOT against<br>2016/17 (Q1) | Lon | g Term DOT against<br>2015/16 (Q2) | Comments   | Service   | O&S<br>Sub-Committee |
|---------|--|----------------------|--------------------------|--------------------------------|---------------------|---|---------|------------------------------------|-----|------------------------------------|--|---|----------------------|
| 51      | Percentage of suppliers paid<br>within 30 days of receipt, by<br>Transactional Team, by invoice<br>(C) | Bigger is<br>Better  | 95%                      | 95%                            | ±5%                 | 97.2%<br>(55,004 of 56,590)<br>(GREEN)  | •       | 96.9%<br>(28,265 of 29,183)        | 1   | 96.1%<br>(50,879 of 52,946)        | The percentage of suppliers paid within 30 days of receipt by the Transactional Team by<br>Invoice continues to improve and at the end of Q2 was 2.2% above target.  | Corporate Health<br>Local performance<br>indicator  |                      |
| 52      | Percentage of Customers<br>Satisfied With the Contact<br>Centre <b>(C)</b>                             | Bigger is<br>Better  | 85%                      | 85%                            | ±10%                | 89.91%<br>(2,103 of 2,339)<br>(GREEN)   | <b></b> | 88.49%<br>(1,968 of 2,224)         | ¥   | 95.48%<br>(10,477 of 10,974)       | Customer Satisfaction is above target and better than last quarter.  | Culture & Customer<br>Access<br>Local performance<br>indicator  |                      |
| 53      | Number of online transactions<br>as a % of all transactions <b>(C)</b>                                 | Bigger is<br>Better  | 50%                      | 50%                            | ±5%                 | 51.82%<br>(35,089 of 67,709)<br>(GREEN) | •       | 51.49%<br>(20,586 of 39,978)       | •   | 27.34%<br>(13,612 of 49,780)       | 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 long term direction of travel have been provided. The number of customers using online methods continues to increase. This PI is above target and shows an improvement on last quarter and this time last year. | Culture & Customer<br>Access<br>Local performance<br>indicator  |                      |
| 54      | Percentage of Council Tax<br>collected <b>(C)</b>  | Bigger is<br>Better  | 96.7%<br>(£134.67m)      | 58.39%<br>(£78.63m)            | ±1%                 | 58.28%<br>(£78.56m)<br>(GREEN)          | *       | 30.93%<br>(£41.66m)                | •   | 58%<br>(£72.4m)                    | Performance is below target but within the target tolerance. The increase in properties<br>coupled with a 2% rise in Council Tax is reflected in Q2 performance figure. Plans are in<br>place however to improve performance and expedite collection which include prompt<br>action on changes to council tax accounts and encouraging direct debit.               | Exchequer &<br>Transactional Services<br>Reported to Department<br>Communities & Local<br>Govt (DCLG) |                      |
| 55      | Percentage of National Non-<br>Domestic Rates (NNDR)<br>collected <b>(C)</b>                           | Bigger is<br>Better  | 98.6%                    | 58.68%<br>(£45,698,387)        | ±1%                 | 58.45%<br>(£45,516,579)<br>(GREEN)      | *       | 32.74%<br>(£25,140,486)            | +   | 59.51%                             | Performance is below target but within the target tolerance. A drop in performance is<br>partially due to Retail Relief ceasing with effect from April 2016.   | Exchequer &<br>Transactional Services<br>Reported to Department<br>Communities & Local<br>Govt (DCLG) |                      |
| ₽ag     | Speed of processing new<br>Housing Benefit/Council Tax<br>Support claims <b>(C)</b>                    | Smaller is<br>Better | 20 days                  | 20 days                        | ±10%                | 21 days<br>(GREEN)                      | 1       | 22 days                            | 1   | 22 days                            | Performance is below target but within the target tolerance. Performance has improved when compared to Q1 (22 days) and is expected to achieve the target in Q3.   | Exchequer &<br>Transactional Services<br>Reported to Department<br>for Work and Pensions<br>(DWP)     |                      |
| Je 162  | circumstances of Housing<br>Benefit/Council Tax Support  | Smaller is<br>Better | 10 days                  | 10 days                        | ±10%                | 10 days<br>(GREEN)                      | •       | 8 days                             | 4   | 7 days                             | The processing of Changes in Circumstances is on track due increased automation. There<br>are plans to make New Claim processing automated as well which will improve<br>performance.  | Exchequer &<br>Transactional Services<br>Reported to Department<br>for Work and Pensions<br>(DWP)     |                      |
| 58      | Percentage of Corporate<br>Complaints completed within<br>15 days <b>(C)</b>                           | Bigger is<br>Better  | 95%                      | 95%                            | ±10%                | 98%<br>(GREEN)                          | →       | 99%                                | 1   | 88%                                | Performance is better than target and better than at the same point last year but is<br>slightly lower than last quarter. The highest numbers of complaints continue to be<br>received by Housing and Neighbourhood Services.  | Corporate Health<br>Local performance<br>indicator  |                      |
| 59      | Percentage of Member/MP<br>Enquiries completed within 15<br>days <b>(C)</b>                            | Bigger is<br>Better  | 95%                      | 95%                            | ±10%                | 98%<br>(GREEN)                          | 1       | 97%                                | 1   | 89%                                | Performance against this indicator is better than target, better than at the same point last year, and better than last quarter.   | Corporate Health<br>Local performance<br>indicator  |                      |



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



Annual

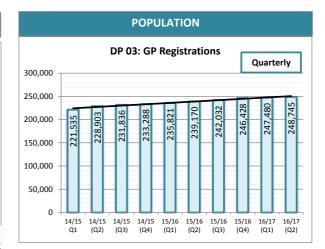
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110,000

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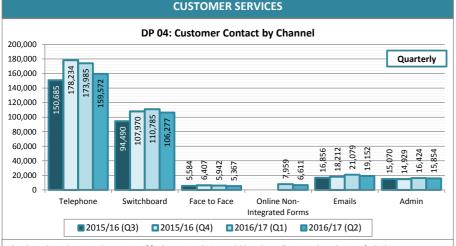
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1991-2041, the number of households in Havering has grown by 5,500 households (as at 2016) since 2011 and is projected to grow by a further 3,400 households by 2019. \* Figures rounded to nearest 100

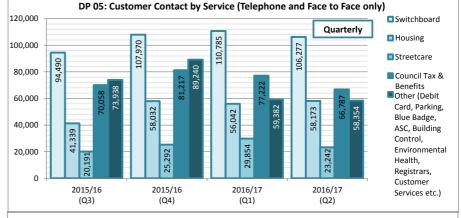


Quarter 2 data shows that Havering's GP registrations are continuing to increase each quarter, with 1,265 additional registrations between Q1 2016/17 and Q2 2016/17.

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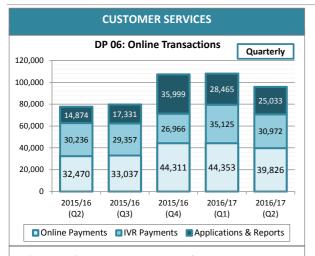


CUSTOMER SERVICES



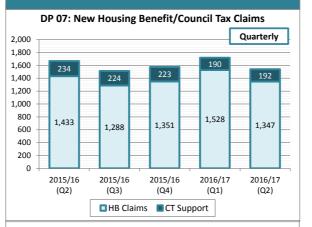
Council Tax, Benefits, StreetCare and Housing are the real pressures on service delivery due to demand levels and the complexity of enquiries. Services that are fully integrated with technology have been identified and work has begun to implement an online approach to move demand to the most cost effective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

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 integrate d forms are not handled by an agent and are directly sent to the appropriate service area.

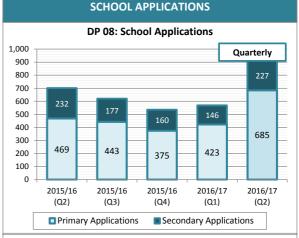


An 'online only' approach was implemented for many services during Q3 of 2015/16. The high volume of Green Waste renewals being completed via the web increased the number of online transactions further. A reduction in Q2 is due to the Green Waste renewals tapering off and the end of the annual billing period for Council Tax.

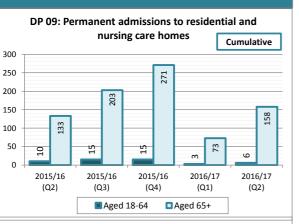




The total number of applications has decreased by 10% from Q1 2016/17 to Q2 2016/17. The Universal Credit (UC) rollout will not significantly affect numbers of claims during 2016/17 given that new customers will claim UC instead of Housing Benefit and UC is adminstered by the DWP.

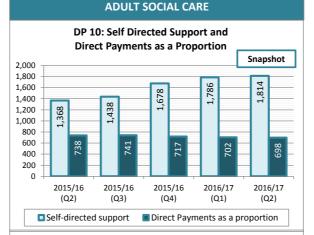


We have seen a significant increase (+30% in total) in both Primary and Secondary applications in Q2 when compared to Q2 last year, and the figures are even higher than the 2014/15 Q2 figures (682 for primary and 217 for secondary), which were unprecedented at that time



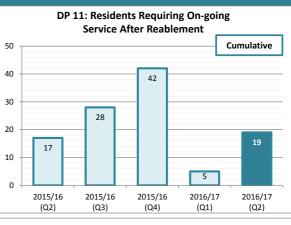
Demand for placements for residents aged 18-64 has decreased by 4 when compared to Q2 of 2015/16. Permanent admissions of those aged 65+ however have increased by 19% (133 compared to 158) from the previous year.

### ADULT SOCIAL CARE



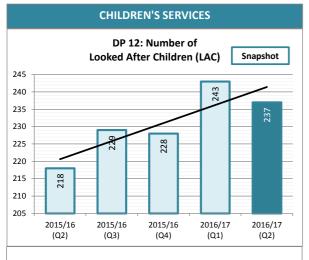
Take-up of self-directed support has increased slightly (by 2%) since Q1 of 2016/17 (from 1,786 to 1,814) and is 33% higher than at the same point the previous year (Q2 2015/16). However take up of direct payments has fallen slightly in Q2 from Q1 (1% reduction) and is also lower than in Q2 of 2015/16 (5% reduction).

### ADULT SOCIAL CARE

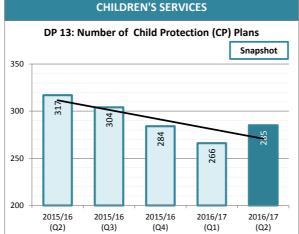


This is a local indicator and is reported cumulatively. Demand has increased from 17 to 19 when compared to Q2 of 2015/16.

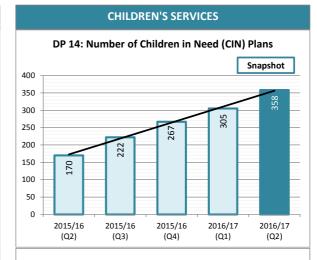
Page 164



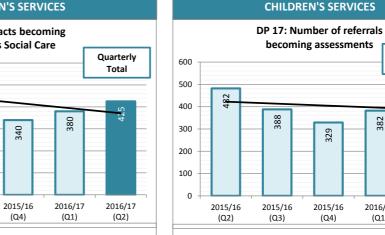
The number of looked after children (237) has increased by 19 (8.7%) on the same period of the previous year, but decreased by 6 (2.5%) compared with the previous quarter.



The number of CP cases (285) has reduced, down 32(10%) on the same period of the previous year. However, there has been an increase of 19 (7%) on the previous quater.

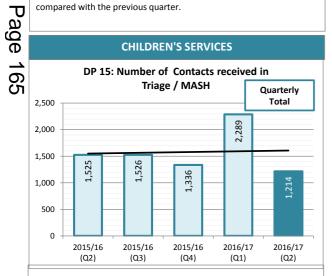


We have seen a continued increase in the number of CiN plans throughout the year, including as CP Plans step down. A 110.6% increase in activity is seen when comparing Q2 2016/17 to Q2 2015/16.



There were 440 referrals that became assessments in Q2 of 2016/17; an increase of 58 (15.2%) on the previous guarter but 9% below the level seen in the same quarter the previous year.

### **CHILDREN'S SERVICES**



There were 1,214 contacts received in Triage / MASH in Q2 2016/17; a decrease of 1,075 (47%) on the previous guarter. This is an overall decrease of 311 (20%) on the same period last year (Q2 2015/16).

CHILDREN'S SERVICES **DP 16: Number of contacts becoming** referrals to Children's Social Care

340

(Q4)

There were 425 contacts that became referrals in Q2 2016/17; an

increase of 45 (11.8%) on the previous guarter but a reduction of 92

427

2015/16

(Q3)

(17.8%) on the same period the previous year.

600

500

400

300

200

100

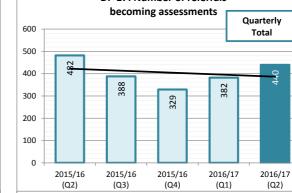
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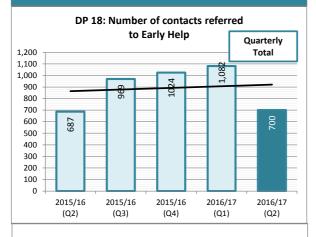
2015/16

(Q2)



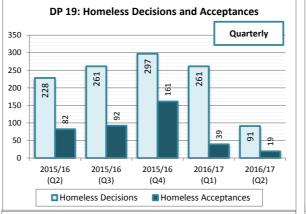


### **CHILDREN'S SERVICES**



There were 700 contacts referred to Early Help in Q2 2016/17; 382 less than the previous quarter but 13 more than the same period last year.

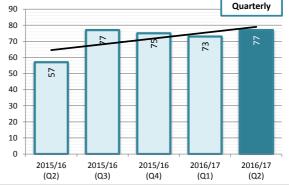
### HOMELESSNESS



The number of Homeless decisions has dramatically dropped for Q2 2016/17, by 65% compared to Q1 2016/17. The number of acceptances has also reduced, by 51%.

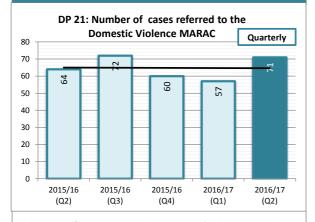
### COMMUNITY SAFETY

# DP 20: Offenders supported through IOM Quarter



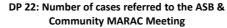
The number of offenders being managed through Integrated Offender Management is 77 at the end of Q2 2016/17. This is now almost at full capacity. The maximum number that can be supported in Havering is 80.

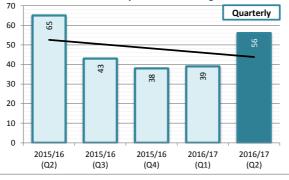
### **COMMUNITY SAFETY**



The number of cases dealt with by the MARAC (Multi-Agency Risk Assessment Conference) has increased long term from 157 in 2012-13 to 240 in 2014-15. This was exceeded in 2015-16 with 250 cases. The target for 2016-17 is 250, with current projected demand being 256.

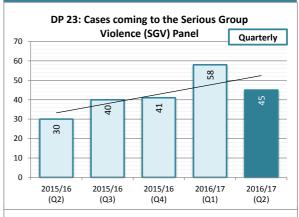
### COMMUNITY SAFETY





The ASB Panel and Community MARAC meetings were combined in January 2016 to reduce duplication of cases being represented at both panels. 2016-17 has seen an overall reduction from the previous year.

### **COMMUNITY SAFETY**



The total number of clients being monitored is currently 97, with 45 on the Met Police Trident Gangs Matrix. The number of clients requiring more intensive support through the SGV Panel in the most recent quarter was 45, an increase of 50% on the same quarter last year.