



Havering

L O N D O N B O R O U G H

OVERVIEW & SCRUTINY BOARD AGENDA

7.00 pm	Tuesday 12 September 2017	Havering Town Hall, Main Road, Romford
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Members 16: Quorum 5

COUNCILLORS:

Conservative (7)

John Crowder
Steven Kelly
Robby Misir
Dilip Patel
Viddy Persaud (Vice-Chair)
Linda Trew
Michael White

Residents' (3)

Barbara Matthews
Ray Morgon
Barry Mugglestone

East Havering Residents' (2)

Gillian Ford (Chairman)
Darren Wise

UKIP (2)

Ian de Wulverton
Lawrence Webb

IRG (1)

Graham Williamson

Labour (1)

Keith Darvill

**For information about the meeting please contact:
Richard Cursons 01708 432430
richard.cursons@oneSource.co.uk**

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.

OVERVIEW AND SCRUTINY BOARD

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.

The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.

The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

Terms of Reference:

The areas scrutinised by the Board are:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance (although each committee is responsible for budget processes that affect its area of oversight)
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 14)

To approve as correct records the minutes of the meeting of the Board held on 3 May and 24 May 2017 and to authorise the Chairman to sign them.

5 VOLUNTARY SECTOR STRATEGY REFRESH (Pages 15 - 70)

6 QUARTER 1 OVERVIEW & SCRUTINY BOARD PERFORMANCE REPORT 2017/18 (Pages 71 - 84)

7 PARTNERSHIPS WITH BUSINESS UPDATE (Pages 85 - 90)

8 OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP UPDATES (Pages 91 - 92)

9 URGENT BUSINESS

To consider any other item in respect of which the Chairman is of the opinion, by reason of special circumstances which will be specified in the minutes, that the item should be considered at the meeting as a matter of urgency

Andrew Beesley
Head of Democratic Services

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**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
3 May 2017 (7.00 - 9.40 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Steven Kelly, Robby Misir, Dilip Patel, Viddy Persaud (Vice-Chair), Linda Trew and Michael White
Residents' Group	Barbara Matthews, Ray Morgon and Barry Mugglestone
East Havering Residents' Group'	Gillian Ford (Chairman) and Linda Hawthorn
UKIP Group	Ian de Wulverton and Lawrence Webb
Independent Residents' Group	Graham Williamson
Labour	Keith Darvill

No apologies for absence were received.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

18 MINUTES

The minutes of the meeting held on 1 February 2017 were agreed as a correct record and signed by the Chairman.

19 UPDATE ON SICKNESS ABSENCE

The briefing note before Members updated on workplace wellbeing.

The briefing note outlined progress made to manage absence in Havering and the achievements made following the individual meetings between the Deputy Leader of the Council and Directors and the Chief Executive.

Members noted that since direct additional HR support to managers had begun in 2016 sickness absence figures had fallen.

The Day One Absence Pilot that had been implemented in October 2016 in Streetcare and Catering had also been a success.

Although significant work had been undertaken, focus needed to be maintained by managers to ensure absence levels continued to decrease and a number of initiatives were planned to assist with this.

In conclusion Havering still had some way to go to reach the target of 8.5 days absence per employee however national data was showing other organisation's absence levels as increasing. Havering had achieved a reduction in absence levels through both improved management and HR intervention.

The Board **NOTED** the briefing note.

20 **PROPOSED CORPORATE PERFORMANCE INDICATORS AND TARGETS FOR 2017/18**

The report before Members set out the proposed Corporate Performance Indicators for 2017/18.

The Council's new Vision for the borough, four strategic priorities and the supporting outcomes and delivery statements were approved as part of the Council's Budget 2017/18 at the Cabinet meeting on 8 February.

In line with this new Vision, a new set of Corporate Performance Indicators (PIs) had been developed which set out how the Council would measure progress in delivering the strategic outcomes and delivery statements. These indicators were approved in principle by Cabinet on 12 April, subject to consideration of feedback from the Overview and Scrutiny Board. The final set of corporate PIs for 2017/18 was due to be agreed by the Cabinet at its June meeting.

The report set out (at **Appendix 1**) the draft new set of Corporate Performance Indicators and the proposed targets for 2017/18 for review by the Overview and Scrutiny Board prior to the finalisation of the individual Service Plans, which would go live in July 2017.

Underpinning each of the four new priorities was a set of strategic outcomes and delivery statements that explained how each outcome would be achieved. The proposed new set of Corporate Performance Indicators had been designed to measure the Council's success in implementing these delivery statements and the wider strategic outcomes.

The draft Corporate Performance Indicators for 2017/18 offered a more outcomes-focused set of indicators that measured the Council's progress in delivering its key transformation plans and strategies. The indicators included a mixture of both qualitative and quantitative measures as well as key milestones for major transformation programmes.

Members noted the proposed inclusion of a number of engagement / perception measures, which would provide Members with direct feedback from residents and service users regarding their overall wellbeing; how they felt about living in their local area; how satisfied they were with Council services, and the outcomes that these services have helped them to achieve. As a result, there were more indicators that could only be measured annually than has been the case in previous years. However, where this was the case and where possible, quarterly corporate performance reports would include commentary and narrative on the actions being taken in pursuit of these objectives and targets.

Given that the proposed new Corporate Performance Indicators were closely aligned to transformation plans and strategies, they were less service specific and more cross-cutting across a number of service areas than the current set. As such, many of the new corporate PIs would not fit neatly into the remit of one of the Overview and Scrutiny Sub-Committees. In light of this, it had been agreed in principle that, from 2017/18, Corporate Performance Reports were only reported to the Overview and Scrutiny Board on a quarterly basis, followed by Cabinet, with the reports being made available simultaneously to all Members of the Overview and Scrutiny Sub-Committees.

The Chairmen of the Overview and Scrutiny Sub-Committees would still be able to request reports on performance against particular indicators as required and would still be able to commission more detailed analysis / investigation of areas within their remits that they considered warranted further consideration.

Members were advised that there was an error on PI 2. The figure for drugs should have read 35% and the figure for alcohol should have read 10%.

During the debate Members agreed that it would be useful to know which of the performance indicators were statutory requirements and which were local indicators.

Several Members commented that the overview & scrutiny process had not been considered when the indicator set had been drawn up and that the indicators served only to promote the Administration's aspirations. Members also questioned the level of consultation that had taken place with Members.

Several Members suggested that overview & scrutiny should be looking at more operational targets and should be driven by backbenchers and not the Administration

In response officers commented that there had been extensive dialogue with all political groups and that operational performance would still be monitored and tracked.

Members also agreed that it would be useful if indicators could be identified as to whether they were statutory or local indicators.

Several Members highlighted that the indicators were not representative of what resident's concerns were throughout the borough and that overview & scrutiny going forward should be looking at resident's concerns relating day to day operational issues as problems still existed with data held by the Council and how it dealt with issues raised by residents.

In response officers commented that the Council was working hard to improve the quality of its data held and improving the sharing of information corporately.

Officers also commented that the aspirational targets took into account the rising property/land prices in the borough that would see extensive regeneration of the area to allow for the maximisation of development/business opportunities.

Members commented that residents had concerns regarding such issues as the environment, planning, parking and homelessness.

Several Members commented that this set of PI's were strategic and of more benefit to the Administration and that operational performance indicators of benefit to the Overview & Scrutiny Sub-Committees.

Officers commented that there would be a resource implication on providing two sets of indicators.

The consensus between Members was that each Overview & Scrutiny Sub-Committee should nominate two performance indicators that they wished to monitor and receive updates on.

It was **AGREED** that an item be put on the agendas for the next round of Sub-Committee meetings to allow for discussion and nomination of the indicators the Sub-Committees wished to scrutinise.

It was **AGREED** that the Corporate Performance Indicators and Targets for 2017/18 be agreed by Cabinet in June and individual Cabinet Members signing off the associated service plans before they went live in July 2017.

21 **MARKET TRANSFORMATION PROGRAMME UPDATE**

The report before Members provided an update on the Market Transformation Plan.

The report detailed the physical transformation and improved use of the market space, branding, identity and vision, business growth and development of market offer and the operational management.

Included in the report was a timetable showing an indicative programme for the procurement and construction phases.

Members were advised that planning permission had been granted for the Market House and agents had been appointed to secure a pre-let for the unit. Four contractors have been invited to submit a full tender to build the Market House. Officers advised that there were two strong contenders, one of which had already opened negotiations. Once the tenders had been evaluated a decision would be taken whether to proceed or not.

Marlborough who were the principle contractor for the utility works would be invited to undertake the Public Realm works if the works progressed.

The provisional programme for the works had been submitted and it was anticipated that everything would be completed by June 2018, if the decision to proceed with the transformation was taken.

Cabinet at its meeting in November 2016 had given an in principle approval to the proposals. This decision had been called-in and referred back to Cabinet for reconsideration. At its meeting on 16 December 2015 Cabinet had re-affirmed its decision.

Officers had prepared a tender specification for the development of a new market brand and identity and final preparations were being made to launch a tender exercise for the appointment of a marketing specialist.

The events which had been organised in the run up to Christmas had seen an increase in footfall and officers were preparing a programme of events for 2017 commencing with activity over Easter.

Having established a baseline which showed the average weekly footfall was approximately 142k, a growth strategy would now be developed in line with the vision.

A new Market Manager had been appointed in January who was focusing on a number of key transformational areas. These included a trader incentive scheme to support recruitment and retention during the construction phase and developing an operational plan to accommodate and relocate existing permanent traders who would be displaced during the Market House build.

Members commented that they had concerns at the overall programme for improvement encompassing the East End, Market House and West End, car parking and public realm. Members sought and received clarification to indicate where the decision to proceed had been taken, together with full details of all the proposed works.

Members felt it would be useful to carry out an in depth review of the proposals, with officers providing full details of all approvals showing clearly what proposals had been approved and by whom, a detailed

business plan supporting the proposals and a detailed budget indicating clearly where funding had already been approved. This review would be undertaken before any tender was let for the building of the Market House.

During the debate Members commented that they had concerns that the planned transformation might not be enough to save the Market as Romford itself, as a town centre, lacked attractiveness to visitors and was in need of regeneration.

Officers advised that the Council was in the initial stages of drafting a masterplan for Romford which would include details of the regeneration of the whole of Romford both commercially and residentially.

Members commented that the market currently offered nothing different from other areas and mentioned markets in Camden and Borough that were well established and drew in visitors from across London.

Members suggested that town's shopping centres impacted on the market's viability and that shoppers were more likely to attend other local shopping centres that offered extensive and free parking provision.

Members questioned as to why the transformation works were taking place before the masterplan for Romford had been drafted.

In response to a question regarding the publication of the masterplan for Romford, officers responded by commenting that it was hoped that the masterplan would be drafted by the end of the current year.

22 OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP UPDATES

The report before Members detailed the current work of the six Overview & Scrutiny Sub-Committees.

Members noted two updates to the work of the Sub-Committees.

The Chairman of the Children & Learning Sub-Committee advised that three students, along with their parents, from Corbets Tey @ The Avelon had attended and participated in the last meeting of the Sub-Committee. The students had given Members an insight into what they enjoyed studying and the activities they took part in at the school.

The Chairman of the Crime & Disorder Sub-Committee updated Members that the landlord of the property in which the Probation Service was based in Victoria Road had asked the service to leave and the service was now looking into securing new premises.

It was **AGREED** that the current work of the six Overview & Scrutiny Sub-Committees be noted.

23 **SUSPENSION OF STANDING ORDERS**

During the discussion of the reports the Board **RESOLVED** to suspend Committee Procedure Rule 8 in order to complete the consideration of the remaining business of the agenda.

Chairman

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**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
24 May 2017 (7.00 - 8.45 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Steven Kelly, Robby Misir, Dilip Patel, Viddy Persaud (Vice-Chair), Linda Trew and Michael White
Residents' Group	+Jody Ganly, Barbara Matthews and Ray Morgon
East Havering Residents' Group'	Gillian Ford (Chairman), Linda Hawthorn and Darren Wise
UKIP Group	Ian de Wulverton and Lawrence Webb
Independent Residents' Group	Graham Williamson
Labour Group	Keith Darvill

An apology for absence was received from Councillor Barry Mugglestone.

+Substitute members: Councillor Jody Ganly (for Barry Mugglestone).

The Chairman reminded Members of the action to be taken in an emergency.

24 CALL-IN OF A NON-KEY DECISION REGARDING THE PROPOSAL TO TRANSFER NEWHAM'S COUNCIL TAX AND BENEFITS SERVICE BACK TO THE COUNCIL

The report before Members detailed the call-in of a Non-Key Executive Decision relating to the transfer of Newham's Council Tax and Benefits Service back to the council

A requisition signed by Councillors David Durant & Phil Martin had called-in the Non-Key Executive Decision (17/36) dated 15 May 2017.

The reason for the requisition was as follows:

"The decision indicated problems with the oneSource merger with newham and a fuller explanation of the implications of this decision would be useful"

During the debate Members asked for and received several points of clarification which were provided by the Council's Chief Executive and the Managing Director of oneSource. Members also received a short briefing from the Cabinet Member for Housing Company Development and oneSource Management.

Members were advised that the Mayor of Newham had requested Havering and Bexley Councils to transfer the Newham element of Council Tax and Benefits service from oneSource back into Newham Council's responsibility.

A chart in the report detailed the efficiencies that Havering could deliver on its own and also showed the shortfall in savings that Havering could not deliver on its own.

The compensation offered by Newham Council covered the first, second and part of the way into the third year to enable Havering to identify additional savings.

Since the proposal had been put forward officers had been identifying alternative proposals to make up the shortfall in possible savings to ensure there was no ongoing impact to the service.

Officers confirmed that the Council Tax and Benefits service was a separate service but had been identified for future savings further down the line.

Members noted that Newham Council had had to formally request, to the other two councils to remove the service from the shared service.

Officers advised that Newham Council had identified several services that they wished to create small business models for and this was one of them.

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 15 votes to 0 with 1 abstention.

Councillors Morgon abstained from voting.

It was **RESOLVED** that the call-in of the Non-Key Executive Decision (17/36) dated 10 May 2017 be dismissed.

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

The report before Members detailed the call-in of a Non-Key Executive Decision relating to the Highways Capital Programme 2017/18.

A requisition signed by Councillors Ray Morgon & Keith Darvill had called-in the Non-Key Executive Decision (17/35) dated 8 May 2017.

The reasons for the requisition were as follows:

- There was a lack of detail in respect of the business case for each intended works.
- There was no clear policy on the prioritisation of highways works to meet the Council's statutory duty.
- There was a lack of detail as to why each scheme was in need of urgent attention.
- There was a lack of data to provide evidence to back up the business case. There were no figures on the number of requests received for works to be done in each road, details of input from the ALO's and results from the UKPMS survey.

During the debate Members asked for and received several points of clarification which were provided by the Council's Director of Neighbourhoods and the Group Manager for Streetcare.

Several Members commented that roads previously prioritised for improvements had been chosen incorrectly as there were other roads throughout the borough that had been in more need of improvement works.

Members were advised that there were approximately 700km of roads and pavements in the borough but that the budget for improvements was fairly small at approximately £1 million. To put this into perspective officers advised that it cost on average £1k to resurface one linear metre of carriageway which equated to 1km a year out of the 700km in the borough.

Members noted that there were three types of highway improvement works these were:

- Reactive (pot holes etc.)
- Preventative (to extend the life of)
- Planned (works where a resurface was required)

Officers were currently investigating the business case for more planned works rather than reactive works on roads that had been previously repaired a number of times. Officers advised that it was a balancing act between invest to save planned works which would be offset by increased insurance claims from areas where reactive works were not carried out.

Members also noted that roads were prioritised 1, 2 or 3 depending on their need for improvement.

Previously the Council had not used any software packages that would highlight and prioritise which highways needed improvement. A new software package (Horizon) had been purchased, for approximately £70/100k, which would enable officers to enter data which would help prioritise areas of need. Although the software was in place there was

currently a lack of data from surveys, inspections and complaints as data collection was in its infancy.

Officers advised that currently the works chosen were inspection based. Inspections were carried out to every road in the borough either by foot or by car every year.

Safety assessments of roads were carried out where reports of repairs had been received from the public and Councillors and this information was analysed along with any history of insurance claims. Officers advised that the Havering had a good record of defending insurance claims.

Officers also measured traffic and pedestrian activity in roads throughout the borough.

Approximately 20/25% of roads in the borough needed improvements.

In roads where some improvement was needed slurry seal was a good option to extend the surface of a road and cost in the region of £6 per Sq m.

During the debate Members discussed the merits of contacting Councillors when programmes of works were being formulated to allow Councillors to perhaps nominate the worst two roads in their wards.

Members commented on several roads in the borough that were in a poor state of repair yet resurfacing works had been carried out on roads that were in a good state of repair. The resurfacing of Main Road was given as an example. Officers advised that works to Main Road had been carried out using funds from the LIP funding that was provided by Transport for London (TfL) and could only be spent on certain arterial and trunk roads within the borough.

Members felt it would be beneficial if this information was divulged to the public as some members of the public were unaware of these restrictions which led to increased correspondence for Councillors from constituents.

Officers advised that Lead Members were happy to engage with Members when work programmes were being formulated.

In response to several Members reports of individual cases of roads in need of repair, officers advised that any issues reported by Councillors or the public were logged and investigated.

Several Members commented that, as per the requisition, there was little rationale behind the roads chosen in the Highways Improvement Programme and that there appeared no clear policy on how the Council allocated resources.

Members commented that it would be useful if the narrative was extended to explain why some priority 1 schemes were chosen above others.

Officers advised that the Highways Asset Management Programme (HAMP) looked at the total value of the asset, looked at the asset condition and assessed the amount of money the Council should be spending each year to keep it in its current condition. Officers confirmed that current estimations showed that a sum in the region of £10million needed to be spent to keep the asset in its current condition alone. Officers confirmed that this increased the need for the business plan going forward as more capital needed to be invested in the Highways Improvement Programme.

Members noted that Havering's roads were quite good within the London borough's area and that the borough's A roads were in the top quartile.

Members agreed that going forward it was important that going forward if LIP funding was to be applied for then it was important that Member engagement took place at a far earlier stage to ensure that the funding received was used in the most effective way to the Council.

Officers advised that many authorities had lobbied TfL to relax the ring-fencing arrangements on where funding had to be spent and let the authority decide on its own priorities.

In response to a question relating to top-dressing of roads, officers confirmed that it was only an option on roads that had high vehicular movement as the treatment needed bedding in very quickly and was not always popular with drivers due to stone-chipping of vehicles.

Officers again advised that it was important that the business plan detailed achievable value from limited funding.

Members noted that with regards to the Horizon software, that this financial year would be a data input year that would enable better identification of roads going forward.

Following the debate Members made the following recommendations:

- The business case going forward needed more narrative as to why certain roads had been selected for works and not others.
- The business case would be provided at the end of the calendar year in conjunction with the use of the Horizon software.
- There needed to be more detail on the number of requests received for works to be done in each road, details of input from the ALO's and results from the UKPMS survey

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 9 votes to 4 with 2 abstentions.

Councillors Kelly, Trew, Matthews, Morgon, Ganly, De Wulverton, Webb, Williamson and Darvill voted to uphold the call-in.

Councillors Crowder, Misir, Patel and Persaud voted to dismiss the call-in.

Councillors Ford and Wise abstained from voting.

It was **RESOLVED** that the call-in of the Non-Key Executive Decision (17/35) dated 8 May 2017 be upheld and referred back to Cabinet for its re-consideration.

Chairman

OVERVIEW AND SCRUTINY BOARD

12 September 2017

Subject Heading:	Voluntary Sector Strategy Review and Refresh
SLT Lead:	Sarah Homer, Chief Operating Officer
Report Author and contact details:	Jerry Haley, Senior Community Development and Safety Officer, jerry.haley@havering.gov.uk
Policy context:	Our new vision, 'Havering – making a Greater London', is about embracing the best of what Havering has to offer, and how we as a borough can play an active role in the success of the whole of London. Our vision is focused around the borough's communities, places, opportunities and connections.
Financial summary:	There are no financial implications arising directly from this report which is for information only. Whilst there may be financial implications of delivering the strategy the expectation is that it will be delivered from within existing budgetary provision. Where this is not possible any issues will be raised through the appropriate channels.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	The current Voluntary Sector Strategy expires in 2018. A new Strategy will be prepared prior to this date and Members of the Overview and Scrutiny Board will be consulted on its content.

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

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

SUMMARY

This report brings Members up to date regarding progress in implementing the Voluntary Sector Strategy 2015 – 18.

RECOMMENDATIONS

That Members note the progress made to date and endorse the proposed updates to the Voluntary Sector Strategy 2015-18.

REPORT DETAIL

The main items to report this year in relation to the key themes of the Voluntary Sector Strategy 2015 to 2018 are set out below:

1. Strengthening joint working arrangements between the council and the sector

The Havering Compact goes from strength to strength and is now 18 months old following its relaunch in November 2015. The Compact operates through an independently chaired managing steering group (whose membership is reviewed annually through an election of members) and a quarterly Compact Forum where a wider range of voluntary and community sector organisations become involved.

In October 2016, a pilot “health check” was sent out by the Council to 45 voluntary and community sector organisations working in Havering, in order to ascertain how best the Council could help and support the sector. Based on the results of this survey, the following initiatives were introduced:

- A weekly funding update containing details of all the new grants available to organisations in the borough (found on the Grants and Support Section of the Havering website)
- The development of a Funders Fayre. The borough’s first Funding Fayre will take place on 25th September 2017 and all the main funders such as the

City Bridge Trust, Big Lottery, Trust for London, Lloyds Bank Foundation and Tudor Trust will be in attendance. The event will give local voluntary sector organisations the opportunity to obtain advice and guidance from funders and other support organisations (e.g. the Council's Community Development Team) as to what makes a successful application or tender and what types of projects and initiatives funders are currently looking to fund.

- Training opportunities have been offered to the sector in areas such as business continuity and procurement
- A community directory has been developed and went live in March, allowing all voluntary and community organisations who wish to the chance to have an online presence. This can be viewed at <https://familyserviceshub.havering.gov.uk/kb5/havering/directory/home.page>
- A dedicated Community Development Team phone line (contactable on 01708 432112) which is manned between 9am and 5pm Monday to Friday.

As the Council has created links and built relationships with more voluntary and community groups operating in the borough, this year's health check has been extended to around 150 local voluntary and community sector organisations and results are being evaluated at the moment. The findings will inform the development of a new Voluntary Sector Strategy going forward from 2018.

Also this year, consultations and co-production work were undertaken between the Council's Joint Commissioning Unit (JCU) and VCS partners to inform the design of the Havering Carer, Inclusion & Peer Support services tender.

2. Improving communications and access to information

The Compact e-bulletin continues to promote external funding opportunities, training and support services and good news stories of joint working / funding bids to share across the sector. Subscriptions currently sit at 1,804 - an increase of 382 (27%) within a 12 month period. The Compact Steering Group is currently also considering setting up a Twitter account in order to enhance communications with its members.

The Active Living e-bulletin also continues to be circulated monthly and is aimed at the 50+ audience in Havering. The purpose of the bulletin is to promote activities, events and opportunities to combat social isolation, encourage physical and mental health and wellbeing, and increase volunteering amongst older residents. Information is sourced through internet research, as well as voluntary and community groups submitting details of their services. The readership figure stands at 5,968, an increase of 972 (19%) in the last year.

Between January and May 2017, the Voluntary and Community section of the Council's website received 4,772 visitors, 3,258 of whom were unique visitors. The most popular section of the VCS website is the volunteering section, with 1,800 visitors in 5 months. The second most popular page is the Grants and External Funding section, which saw a 72% increase compared with the previous 6 months, which is likely as a result of the new funding insight updates that are posted weekly.

3. Increasing volunteering

The Havering Volunteer Strategy 2016-2021 was agreed by the Cabinet in December. The Strategy sets out five target outcomes and five objectives, as shown below:

Havering Volunteer Strategy 2016-2021	
<p><i>“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.”</i></p>	
Outcomes	Objectives
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.	Build a stronger, more resilient community that encourages greater participation in local community life.
Volunteering is encouraged so that, in time, volunteers will be reflective of the many and diverse communities in Havering.	Promote resilience, health and well-being to both individuals and organisations.
Volunteering is supported, rewarding and everyone feels that they can make a difference.	Increase volunteering through appropriate matching of volunteers and opportunities, considering individuals’ and organisations’ diverse needs.
Volunteering brings people together, makes a positive impact on social cohesion and makes a significant contribution to all aspects of life.	Support businesses in delivering corporate social responsibility programmes that include employee volunteering.
Havering is a place where volunteering is exciting, vibrant and diverse.	Create the right environment which ensures that volunteering schemes are mutually beneficial to both the volunteer and employing organisations.

Delivery of the associated action plan is monitored by the cross-departmental Voluntary Sector Steering Group.

The 2016 / 17 financial year was the first full year of operation for the Havering Volunteer Centre (HVC), having (with the support of the Council) become the first Volunteer centre to open in London for six years. New Trustees have been recruited throughout the year with a wealth of experience and skills to offer. The HVC exceeded all the performance targets set for it in its funding agreement with the Council and, during Quarter 1 of 2017/18, the HVC has already registered 198

new volunteers and 87 new volunteering opportunities, as well as signposting registered volunteers to 594 volunteer placements. At the end of October, the HVC was also one of four finalists in the Team London Awards in the Volunteer Centre Award category and received a Recognition Award for its exemplary contribution to volunteering.

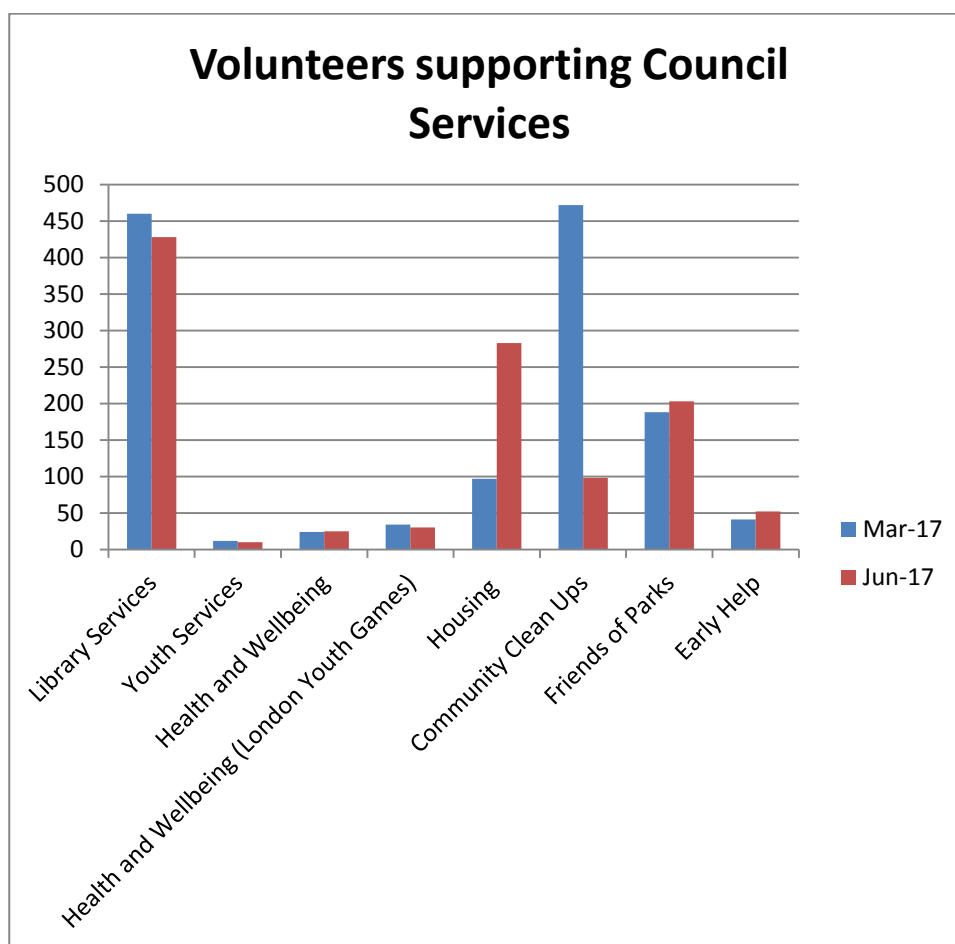
This year, following feedback from the Overview and Scrutiny Board in response to last year's progress report, the HVC asked all organisations to record volunteer hours. Some were willing to do this whilst others preferred not to submit this information. Below is a summary of volunteer hours submitted to the HVC by various public, voluntary and community organisations across Havering.

Organisation	Volunteer Hours Per Year
HVC	10,400
CAB	10,608
FIRST STEP	1,300
QUEENS THEATRE	1,040
HAVERING MUSEUM	10,244
HAVEN HOUSE	1,872
HABBIT FACTORY	4,160
MIND	10,920
RICHMOND FELLOWSHIP	5,200
SFH	10,400
BEDROCK RADIO	6,968
HOME START	2,600
WOMEN'S AID	1,248
WELLGATE FARM	5,720
HASWA	1,560
HEALTHWATCH	1,040
WITNESS SERVICE	4,160
LBH LIBRARIES	9,360

LBH EARLY HELP	1,300
FAMILY MOSAIC	2,080
BEDFORDS WALLED GARDEN	5,200
MITCHELL HUTH	416
HAD	4,784
RICHARD HOUSE	11,440
TOTAL HOURS	124,020

The table and graph below show the number of people volunteering for Council services at the end of 2016/17 and at the end of Quarter 1 2017/18. As can be seen, there has been a particularly large increase in the number of volunteers supporting initiatives run by the Housing service. Meanwhile, the reduction in volunteers registered with the Libraries service was largely due to the completion of a data cleansing exercise to remove volunteers from the database who had not actively volunteered during the previous 12 months.

	Mar-17	Jun-17
Library Services	460	428
Youth Services	12	10
Health and Wellbeing	24	25
Health and Wellbeing (London Youth Games)	34	30
Housing	97	283
Community Clean Ups	472	98
Friends of Parks	188	203
Early Help	41	52



As can be seen above, 472 volunteers took part in Community Clean-Ups during 2016/17, exceeding the target by some 84%. 58 clean-ups took place at a range of locations and venues around the borough including:

- Painsbrook Park
- Wennington Village
- Raphaels Park
- Cottons Park
- Harrow Lodge Park and Garden for the Blind
- Grounds of Tesco (Roneo Corner)
- Ardleigh House Community Association
- Harwood Avenue
- Ingrebourne Valley and Hornchurch Country Park
- Bedfords Country Park
- Bedfords Walled Garden
- Hornchurch Country Park
- Havering Country Park
- New Windmill Hall Community Association
- Rainham Village and park area
- Elm Park town centre
- St. Andrew's Church

Interserve and Network Rail have supported some of these events through their Employee Supported Volunteering (ESV) schemes, and many of these areas are now subject to a regular clean-up organised by volunteers.

Over the past year, the Housing service has also organised community bulb planting at a number of locations including:

- Oldchurch Gardens, Romford
- Bevan Way and Hacton Lane
- Petra estate, Elm Park
- Various sheltered housing schemes
- Delta estate, Gidea Park
- Highfield estate, Collier Row
- Rainham

The Havering Volunteer Managers Forum continues to meet and has already supported 30 local volunteer managers during Quarter 1 of 2017/18.

In response to the 2016 Voluntary Sector Health Check, 47% of respondents indicated that they would like guidance in relation to managing volunteers. Work is therefore progressing with the Havering Volunteer Centre to develop a Volunteering Toolkit that can be used by public, private and voluntary sector organisations alike to help them recruit, retain and support volunteers. It is expected that this will be launched in Quarter 3 of 2017/18. Once published, a link will be available to the toolkit from the Council's website.

4. Commissioning processes and market positioning

During the last year, the Council's Voluntary Sector Steering Group has agreed a standard approach to grant monitoring to be used by all services grant aiding voluntary and community sector organisations with £5,000 or more. This is designed to improve the consistency and robustness of monitoring, whilst not being disproportionately onerous for voluntary sector organisations. Work is also underway to streamline the number of individual funding agreements that different Council departments have with various larger community sector organisations operating in the borough, with a view both to maximising the added value of the Council's investment and in order to rationalise the monitoring requirements for the organisations concerned.

Monitoring procedures in respect of the Council's largest funding agreements with the voluntary sector have been strengthened. Quarterly meetings now take place with all grant funded organisations and performance is evaluated against Key Performance Indicators and reported to both the Voluntary Sector Steering Group and the Lead Member. At the request of the Steering Group, these monitoring arrangements have recently been subject to independent review by Internal Audit. A draft report has been released and is currently subject to internal consultation until 6 September. A verbal update on the findings will be provided to the Board at the meeting, however the initial feedback has been positive.

5. Developing new models of service delivery

Whilst local organisations often come together in ad hoc consortiums it had been recognised that a more formal structure was required. With the support of the Council, Ensemble Community Solutions has now been established as a response

to the challenges of the changing funding landscape and the social care environment, in particular. This provides community based charities with an opportunity to come together in order to bid collaboratively for grants and tenders. This affords smaller, more localised charities and community groups the opportunity to compete within consortium arrangements with larger national or regional charities and agencies. The aim is to secure funding and investment on behalf of local charities helping to ensure that local services are delivered by local charities who have proven their commitment to local people rather than a national or regional organisation with no track record of delivering local services. The Advisory Group met for the first time in January and currently has 15 members.

6. Access to learning and development opportunities

Procurement training for voluntary and community sector organisations took place throughout last financial year. Market warming exercises were also held in the early part of the year to ensure that local voluntary and community sector organisations were as prepared as possible for the tendering process that was launched by Adult Social Care subsequently. In total, approximately 30 voluntary and community sector organisations were given advice by the Council's procurement and commissioning units. The training was evaluated by participants, for the most part, to be excellent.

Advice UK (the UK's largest support network for free, independent advice centres) also hosted one to one and group sessions at the Havering Volunteer Centre to provide funding and support advice. This was paid for by London Councils. Wise Age's Resourcing Older People's Employment Support (ROPES) project also ran workshops at the HVC in November. Volunteer Management and First Aid training have also been delivered from the Havering Volunteer Centre over the past several months.

The strategy and action plan have been updated for 2017/18 to reflect progress made to date; the Council's new corporate vision and Corporate Plan, and our plans and priorities for the future. The refreshed strategy and action plan are attached as **Appendix 1** and the Equality Impact Assessment as **Appendix 2**.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only. Whilst there may be financial implications of delivering the strategy, the expectation is that they will be delivered from within existing budgetary provision. Where this is not possible any issues will be raised through the appropriate channels.

Sam Gable. Strategic Finance Business Partner.

Legal implications and risks:

There are no direct legal implications arising from the delivery of this strategy.

Human Resources implications and risks:

There are no direct human resource implications for the Council. The strategy is delivered within existing resources

Equalities implications and risks:

An equality impact assessment is in place for this strategy and is attached at **Appendix 2** for information.



Voluntary Sector Strategy

2015 - 2018



Havering
LONDON BOROUGH



Document Control

Document details

Name	Voluntary Sector Strategy
Version number	V.08
Status	Draft
Author	Jerry Haley , Senior Community Safety and Development Officer
Lead officer	Phillipa Brent-Isherwood, Assistant Director of Policy, Performance and Community
Approved by	Cabinet
Review date	July 2017

Supersedes	V07
Target audience	Voluntary and Community Sector stakeholders, Council officers and Members
Related to	Council's Corporate Plan Havering Compact Health and Wellbeing Strategy Demand Management Strategy Library Strategy Volunteering Strategy Draft Social Cohesion Strategy



Version history

Version	Status	Date	Dissemination/Change
V3	Draft	1/06/2016	Amendments from previous financial year.
V4	Draft	14/06/2016	Voluntary Sector Steering Group amendments
V5	Draft	30/06/2016	Assistant Director amendments
V6	Final Draft	19/07/2016	Final Assistant Director amendments
V7	Refresh	1/8/17	Annual review and subsequent amendments

Approval history

Version	Status	Date	Approved by
		17 June 2015	Cabinet

Equality Impact Assessment record

Date	Completed by	Review date
30 th July 2015	Savinder Bhamra Interim Corporate Policy & Diversity Officer	June 2016
1 st July 2016	Savinder Bhamra Corporate Policy & Diversity Officer	July 2017
1 st August 2017	Jerry Haley Senior Community Safety and Development Officer	August 2018



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Foreword

This document sets out how the Council intends to work with community groups, the faith sector and larger voluntary sector organisations to meet the needs of the community in different ways, in times of significantly reducing public funding and increased demand on public services.

This Voluntary Sector Strategy was developed in 2015 following an extensive consultation process with a wide range of stakeholders. This now is the final year of this strategy.

We recognise that the Council and the voluntary sector together continue to face many challenges and opportunities ahead, and that we can best face these by working collaboratively in a strong partnership. As ever, the national landscape is subject to change, although austerity is likely to continue, there needs to be an increased appetite for a “one Council” approach.

Place-shaping is a highly important concept for those involved in building new communities to understand - whether or not there are existing residents in the area. The volume of new housing units compared to the number of existing homes in Havering, where they exist, will be large. Their development will affect the character of a place and therefore this is a process that needs to be managed. Encouraging the building of community cohesion and social capital through voluntary activity is one way in which this can be achieved.

Place shaping is not just a nice idea, and it is not optional. It is backed up with:

- a new focus on economic development and economic purpose for communities;
- new statutory arrangements, and
- new structures for managing place-shaping, new institutional arrangements with new ways of working, and new local measures to measure the success of success of place-shaping

During the first two years of the strategy we have shown our commitment to work with the sector and re-launched the Compact, and its associated codes, and recognise that this will be a great opportunity for the sector to be more engaged with us moving forward. This has resulted in far greater partnership working and seen the establishment of ‘Ensemble’, through which 15 of Havering’s charities have joined together to form a public limited company to work collaboratively to access resources and deliver services.

Havering Volunteer Centre continues to support the development of volunteer opportunities within the Borough to meet the growing demand from local communities and organisations.



As the lead Member on the Cabinet for the voluntary sector, I'm particularly keen for the Council to continue to work in partnership with the sector, both on a national and local level, on the issues that really matter to local people. I see the vital work the voluntary sector does on a day-to-day basis all around me, when I'm going about my work as a Councillor, and as a resident of the borough. Examples include the charities which provide much-needed care and support to families going through difficult times; the Sunday morning sports clubs and the fantastic cultural and heritage opportunities that exist in the borough. Many of these things are made possible by local people willing to give up their spare time and make a difference in our community through volunteering.

As we enter the third and final year of this strategy, the Council has launched its new vision, which has four themes of Places, Opportunities, Connections and Communities. This strategy fits in very much with the Communities strand of that vision:

We want to help our residents to make positive lifestyle choices and ensure a good start for every child to reach their full potential. We will support families and communities look after themselves and each other, with a particular emphasis on our most vulnerable residents.

We look forward to working with the local voluntary and community sector to make a positive contribution to delivering this.

Councillor Melvin Wallace - Cabinet Member for Culture and Community Engagement



Executive Summary

The long-term vision for this strategy is to ensure that our communities are resilient and supported by a strong, effective and sustainable voluntary and community sector.

Local authorities are strategic leaders in place-shaping, responding to residents' ambitions and aspirations and working with partners to deliver relevant services. We want to continue to work more effectively with the sector to deliver the best value for money outcomes at a time of limited resources. In order to achieve this vision the strategy has two key aims:

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and assist local people to take the lead on improving their local areas through voluntary action.
2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector in these changing times as Councils become more and more self sufficient

This strategy links deliverables to the corporate plan, the health and wellbeing strategy, the demand management strategy and our integrated health and social care vision. It also sets out four additional objectives to be achieved which are:

- Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people
- Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and co-production of services that meet community needs
- There will be infrastructure support for the sector that is fit for purpose, which will be provided by the internal Community Development Team,
- The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes

The strategy then includes an action plan to deliver these outcomes. This action plan has been updated for 2017-18 and progress in delivering it is reviewed at quarterly intervals.



Purpose and Scope

Purpose

The purpose of the strategy is to set out how the Council will help to ensure that the voluntary sector has the capacity to support growing communities, through prevention and increased community resilience.

Put simply, in these difficult economic times, the way in which the Council, its partners and the community and voluntary sector work together will need to change if we are to deliver improved outcomes for the benefit of our communities.

A more holistic relationship needs to exist between all partners and the community, based on clear priorities and outcomes that improve people's lives. This does not mean that we do not value each and every one of the organisations operating in our community. It means that because we have less money, we have to concentrate resources on the highest priorities. Therefore our emphasis will be on preventing future demand on public services through prioritising prevention and early intervention.

Whilst these are significant changes, we still wish to develop the conditions which will allow the voluntary and community sector in Havering to thrive.

Scope

This strategy encompasses the full range of voluntary and community sector services that exist in the borough, not just those which currently receive grant aid or provide commissioned services. By 'voluntary and community' organisations, we are referring to the following types of organisation:

- Registered charities
- Community groups
- Community associations
- Tenants and residents groups
- Co-operatives and social enterprises
- Sports, environmental, arts and heritage organisations
- Grant making trusts
- Non-constituted groups of residents working together to make a difference in their local communities

This strategy does not cover the relationships or contractual relationships the Council has in place with the private sector.



Vision, Objectives & Aims

Vision

The Council's vision is to ensure that communities are resilient and supported by an effective, sustainable and innovative voluntary and community sector (VCS). We want the VCS to thrive and its contributions as a strategic partner to be recognised and valued for the benefits they bring both socially and economically to the borough.

Havering's new corporate vision is four fold and is built around the themes of Connections, Places, Opportunities and Communities. This strategy very much fits in with the Communities theme:

We want to help our residents to make positive lifestyle choices and ensure a good start for every child to reach their full potential. We will support families and communities look after themselves and each other, with a particular emphasis on our most vulnerable residents.

Strategic Aims

We want to work more effectively with the sector to deliver the best value for money outcomes at a time of limited resources. To help us achieve this, the strategy has two key aims:

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and local people to take the lead on improving their local areas through voluntary action, and
2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery)

Below we set out how we hope to achieve the objectives above. The outcomes demonstrated below will be achieved through the updated action plan that is attached to this document.

Objectives

Objectives	Anticipated Outcomes
Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people	We wish to encourage volunteering and to tap into the local understanding of grass roots needs in order to deliver best care, support, value and independence. For the many reasons set out above we have identified a clear need to move away from the traditional approaches to service provision, and to focus on early intervention, prevention and demand management.



<p>Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and co-production of services that meet community needs</p>	<p>The Council has a role to play in developing new markets in the light of changes being brought about in children's and adult services and in creating the context for a thriving sector.</p> <p>Increasingly services will be driven by the personalisation agenda leaving individual service users to specify the nature of the service they require. In Havering we need new models and organisations to emerge that are to fill gaps in the market brought about by increasing numbers of people with personal budgets seeking new ways of meeting their care needs and organisations which can take advantage of the huge demand for preventative services that save money in the long run.</p> <p>The Council will also need to develop capacity in the voluntary sector in light of the need to explore alternative models of service delivery in which volunteers play a more significant role. For example, the Library Strategy 2015-17 proposes a 'partnership' Library Service based on a 'co-produced libraries' model wherein a core team of professional library staff are retained, but are supported by trained volunteers who help run the service. The Council needs to work with the sector to explore alternative delivery models, such as the model described above, including VCS organisations working together where it would be beneficial to do so. We all need to work together to create an environment in which the voluntary and community sector can thrive. The sector needs to move away from silo working and to engage in open dialogues and collaborative models of delivery, for example sharing and developing its own assets and resources.</p>
<p>There will be infrastructure support for the sector that is fit for purpose. which will be provided by the internal Community Development Team.</p>	<p>Infrastructure refers to the support available to the voluntary and community sector to help it achieve its aims. This infrastructure going forward will be delivered by the internal Community Development Team. The internal team will provide advice on a range of issues for organisations including training, interpreting the impact of policy changes, advising on funding opportunities, and provide guidance towards building an organisation's capacity. The Community Development Team will also assist the VCS to thrive in a new era of outcomes based commissioning, which will require significant adaptation by some groups and organisations. Support will be there to assist the VCS to exploit new technologies and reach new clients and volunteers, find innovative new ways of fundraising and to continue to build support within local communities.</p> <p>The sector may also require support on the provision of back office functions and new models can be explored to deliver such services at a reasonable cost.</p>
<p>The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes</p>	<p>In times of budget reductions, the Council is under pressure to demonstrate tangible outcomes and delivery of value for money for every pound that it spends. For that reason financial support will be targeted at our priorities and areas of greatest need. With less money around, it's also more important than ever that the Council reduces the costs associated with duplication and bureaucracy in the way it administers grants and contracts and monitors the outcomes being delivered for those investments.</p> <p>The Council is developing a simpler, 'one council' approach to investing in the VCS and wanting to help and encourage organisations to be innovative in how they bring in income, and plan ahead to make sure their services</p>



	<p>are resilient by not relying on grant aid from public bodies that is not likely to be available in future.</p> <p>In moving to this approach we wish to harness the ability of the sector to provide customer focused services and also take advantage of wider economic and social objectives such as increasing volunteering, increasing local employment and skills and instilling a greater sense of community ownership of local issues.</p>
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Links to other Strategies of the Council

It is recognised that some voluntary sector organisations play a vital role in the local health and social care economy, working closely with hospitals, GPs and with some of the most vulnerable people within the borough, offering services that seek to identify and address health and social care needs at an early stage and within the community. Therefore this strategy also takes into account the Health and Wellbeing Strategy and the Council's vision for the future of social care in which we need to move away from a more traditional model of service delivery to one in which we are more responsive to local needs and in which users will self-fund and have greater choice and control over their care than ever before. To enable this to happen we will need to take steps to grow the market and this may well involve new opportunities for the sector.

The use of voluntary organisations will be vital to managing the demand going forward. The council's demand management strategy reflects the desire to co-produce with the VCS to develop a coherent and shared vision for services going forward. The increasing demands in conjunction with increasing economic pressures on all sectors highlight the need to look towards developing local communities to provide an element of the support they themselves need.



Approach & Consultation

Consultation

Consultation on the strategy took place between October 2014 and January 2015. It comprised of workshops, focus groups and one to one meetings and there was an opportunity to contact the Council's consultant and the Council directly. Over 116 people attended the workshops from a wide range of groups and the feedback was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector which are reflected in the action plan. There were however, a number of ideas for action that were supported by a wide range of groups. Equally, organisations saw potential for real improvements in relationships between the Council and the sector and to that end wished to see a small number of realistic, clear and achievable actions on the part of the Council to achieve this.

This consultation and co-operation has manifested itself primarily in the creation of Ensemble, a private limited company comprising of 15 of Havering's charities to bid for tenders and external funding in a consortium approach.

Timescales

The Havering Voluntary Sector Strategy 2015 – 2018 will be delivered over a 3 year period. The action plan and strategy have been reviewed and refreshed where necessary every year, in order to keep up with the changing needs and nature of the VCS in the borough. This is the final year for the strategy.

Monitoring

The progress of this strategy will be monitored through the action plan. This will be done through the Voluntary Sector Steering Group and reported to the Council's Overview and Scrutiny Board. The steering group meets quarterly and consists of representatives from relevant LBH departments.

Equality Impact Assessment

During the development and review of this strategy the adverse and positive impacts on equalities have been widely considered. These perspectives 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.

Voluntary Sector Strategy Action Plan – 2016-17 - Updated August 2017

Objective 1	Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people
Objective 2	Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and co-production of services that meet community needs
Objective 3	There will be infrastructure support for the sector that is fit for purpose which will be provided by the internal Community Development Team
Objective 4	The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
1	Strengthening joint working arrangements between the Council and the sector (1).	Support the review of the Compact & 4 Codes of Good Practice	<ul style="list-style-type: none"> Continue to support development of the Compact for Havering. Compact embedded in working practices Bi-annual Compact workshops held for staff, Members and public sector organisations in order to raise awareness and increase compliance. 	March 2018	<p>Kim Vasa (Community Development Officer)</p> <p>Phillipa Brent-Isherwood (Assistant Director of Policy, Performance & Community)</p> <p>Jerry Haley (Senior Community Safety & Development Officer)</p>	<p>Compact Steering Group Action Plan is regularly reviewed and updated. Partnership document has been introduced to identify and co-ordinate collaborative work across the sectors. A draft Communications Plan in place.</p> <p>The Compact Steering Group and Compact Forum are supported by the Community Development Team (CDT) to meet on a regular basis.</p> <p>Compact e-bulletin promotes external funding</p>

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
Page 39			<ul style="list-style-type: none"> Support (where appropriate) a Special Purpose Vehicle(s) (e.g. Ensemble Community Solutions) to submit collaborative bids for funding and contracts. Sector supported to embrace outcomes based commissioning, through training and development programmes The VCS helped to exploit new technologies and reach new client groups by building their awareness of such technologies 			<p>opportunities, training and support services, good news stories of joint working/funding bids to share across the sector. Subscriptions sit at 1751, an increase of 329 within a 12month period.</p> <p>Ensemble is supported by the CDT to identify and participate in opportunities to raise awareness and promote the SPV to potentially interested partners eg: at the Compact Forum meetings, at the Joint Commissioning Unit VCS Provider Forum etc.</p> <p>13 of the 15 members of Ensemble Community Solutions Ltd collectively submitted bids to LBH's Havering Carers Inclusion & Peer Support Adults tender. Outcome expected mid-August.</p> <p>The CDT has supported the CAB to secure a grant from the Transformation Foundation to fund the set-up costs of a new, state-of-</p>

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
Page 40			<ul style="list-style-type: none"> A new model of community development in place that builds community capacity and resilience and actively assists in managing demands on Council services developed and embedded. Include VCS in the development of the locality model for delivering health and social care 	April 2017	Keith Cheesman/ Deborah Redknapp	the-art website including cutting edge tools for engaging with customers and service users. New approach is being trialled on the Oldchurch Park estate. Multi-agency steering group and residents' association / community group in place. Street Watch scheme has been established. Community cohesion and consultation event planned for 9 Sept. VCS representative on the Locality Development Group
	2 Improving communications and access to information (1,2,3,4)	<p>Implement the Community Safety & Development Team as the main point of contact for the voluntary sector and as the VCS lead within the Council.</p> <p>Improved access to information by the voluntary and community sector via</p>	<ul style="list-style-type: none"> Regular information regarding the latest funding, training information inputted to web section on all areas of the external internet site. Care Network web based digital platform established to enable VCS partners to sign up to have information to commissioning news, to receive information to provider forums and training opportunities Information provided in alternative formats if required/requested Actions from the Voluntary Sector 	On-going	<p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Community Development Officers</p>	Community Safety and Development Team is now the main point of contact. VCS section available on the Council's website. Latest funding information and training information inputted onto the community pages weekly. Training information inputted if applicable. Actions from 2016 Health Check have been

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
Page 41		the intranet/ internet, regular email communications and following up on information received in the Health Check.	<p>Health Check implemented.</p> <ul style="list-style-type: none"> Key event held to support VCS organisations to engage with key funders. 		John Green (Head of Joint Commissioning unit)	implemented. 2017 Health Check currently underway. Funding Fayre arranged with all main funders (Big Lottery, London Trust, City Bridge etc) for 25 th September.
		Review and improve communication and links between Council departments to understand shared priorities and approaches and ensure a joined up approach to VCS stakeholders	<ul style="list-style-type: none"> Links established between Community Development Team and Joint Commissioning Unit. Establish joint working with Housing Community Engagement team 	Ongoing	<p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Community Development Officers</p> <p>John Green (Head of the Joint Commissioning Unit)</p> <p>Keith Brown (Housing Engagement Manager)</p>	The JCU is enabling better understanding of the use of the voluntary sector across the services included. Market warming events etc have been designed and delivered jointly. Continuing to work jointly with Housing colleagues on their contracts with VCS, including instigating joint monitoring of contracts. Work is underway to develop a single, corporate funding agreement with the CAB from 2018 onwards, to replace the current multiple agreements and monitoring arrangements.
3	Increasing volunteering (1,2,3&4)	Establish and publicise a volunteers@havering .	<ul style="list-style-type: none"> Comprehensive list of all volunteering opportunities within the Council is available and actively 	March 2018	Kim Smith (Community Development	HVC website: www.haveringvc.org.uk links to Do-it.org for

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
Page 42		<p>gov.uk email address as a first point of contact relating to volunteering opportunities within the Council.</p> <p>Encourage the public to play their part in keeping Havering clean and encourage community responsibility by organising and assisting with community clean-ups.</p> <p>Actively promote volunteering opportunities within Council services and recruit volunteers to positions.</p> <p>Encourage staff to volunteer in their local community in their own time, e.g. in governor positions at local schools.</p>	<p>promoted</p> <ul style="list-style-type: none"> Increased number and diversity of volunteers recruited into volunteering opportunities within the Council Volunteering Toolkit developed and launched. Over 60 unique volunteers in community clean up schemes engaged. Editorial coverage provided on a quarterly basis in <i>Living Magazine</i>, <i>At the Heart</i> and <i>Sheltered Times</i>, publicising volunteering opportunities within the borough (including email newsletters) Volunteering publicity and 		Officer)	<p>Havering's registered volunteer opportunities. Dedicated LBH Community Development telephone line in place.</p> <p>Volunteering Strategy agreed by Cabinet in December 2016.</p> <p>The Volunteering Toolkit's content is now complete and is with graphic designer. To be launched in Quarter 3. A link to be placed on LBH Voluntary & Community web section to access tool kit.</p> <p>1,328 volunteers were involved in delivering Council services during 2016/17.</p> <p>Clean & Green & Community Clean Up campaigns in place. Participation in community clean-ups significantly exceeded target during 2016/17.</p> <p>Regular e-bulletins promoting community clean-ups and other volunteering opportunities.</p> <p>Various community bulb planting projects organised by Housing services.</p>

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
			promotions campaigns run in LBH Publications, E Bulletins, Inside Havering & Global Emails to raise awareness of volunteering as a leisure time activity			Housing Services Community Representatives recruited. The Havering Volunteer Managers Forum continues to meet and supported 30 volunteer managers during Quarter 1 of 2017/18. Volunteer Recruitment Day to take place at Town Hall – date to be arranged.
Page 43	Increasing Volunteering	Continue to fund the Havering Volunteer Centre to promote and support volunteering in Havering	<ul style="list-style-type: none"> Quarterly contract monitoring meetings held. 	April 2018	Kim Smith (Community Development Officer)	All targets were exceeded in 2016/17
		Continue to fund the Havering Citizens Advice to promote advice services in Havering.	<ul style="list-style-type: none"> Quarterly contract monitoring meetings held. 	April 2018	Jerry Haley (Senior Community Safety & Development Officer)	All targets were exceeded in 2016/17
4.	Demand Management (1,2,3,4)	Agree a set of common commissioning principles across the Council	<ul style="list-style-type: none"> Consistent approach to commissioning across the Council, allowing opportunities for innovation and co-production with the sector and other partners in place. New approach to monitoring VCS 	On going March 2018	All relevant services	Market warming events held in December, along with various procurement and commissioning training / information events throughout the year.

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
Page 44		Develop a strategic procurement / commissioning framework to respond to issues raised in the voluntary sector consultation and to focus on early help / prevention and demand management.	grants and contracts awarded by the Council developed and implemented consistently across the Council.			<p>Joint Commissioning Unit commissioning process, divided into 15 lots, took place in April 2017. Procurement timetable indicates new contracts scheduled for go live in October 2017.</p> <p>Corporate approach to monitoring grants over £5,000 agreed and implemented through the Voluntary Sector Steering Group. Internal audit of grant monitoring arrangements completed – Report currently being finalised.</p>
		Supporting the VCS to develop shared skills/assets/training/ other sharing arrangements	<ul style="list-style-type: none"> • VCS partnership sharing scheme developed • VCS partnership sharing scheme launched 	January 2018	Jerry Haley (Senior Community Safety & Development Officer)	<p>Ensemble Community Solutions Ltd established as a vehicle for collaborative bidding / tendering across the voluntary sector. 2017 Health Check survey sent out to the voluntary sector, exploring appetite and areas of interest for further sharing arrangements.</p>

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
						Co-location of various other voluntary services with the HVC (on either a permanent or ad hoc basis) has been facilitated. Community directory has been developed and launched to assist VCS organisation in identifying other groups with similar interests and / or working in the same communities.
Page 45		Ensure that the Voluntary Sector Strategy implementation work aligns fully with the Demand Management Strategy and its implementation	<ul style="list-style-type: none"> Effective, joined approach to demand management implemented Capacity built within the voluntary and community sector to support the Council's demand management work 	Ongoing	Jerry Haley (Senior Community Safety & Development Officer)	Both the Volunteering Strategy 2016 – 2021 and the refreshed Voluntary Sector Strategy 2015 – 2018 show integrated demand management work and capacity building within the voluntary sector. (e.g. through the SPV project). Embedding the VCS within the locality design work across health and social care (please see line 1 above) will also progress this.
		In the context of scarce resources work with national and local	<ul style="list-style-type: none"> Compact is working alongside the corporate programme, and there is an understanding of the demand drivers 	Ongoing	Jerry Haley (Senior Community	Consultations and co-production work undertaken between the Joint

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
		agencies to manage demand as the Council moves towards self sufficiency	for services and spend. <ul style="list-style-type: none"> Engagement of the VCS in the design of future service models Joining up and sharing of resources with partners and communities (e.g. SPVs) Commissioning on behalf of residents 		Safety & Development Officer) John Green (Head of the Joint Commissioning Unit)	Commissioning Unit & VCS partners to inform the design of the Havering Carer, Inclusion & Peer Support services tender. VCS representatives are involved in locality design work across health and social care (please see line 1 above) Future service models are being implemented in the form of 'Ensemble' which is the SPV company. At the moment this is a wholly owned subsidiary of Tapestry however it is planned, once contracts are won, that Ensemble will become a stand-alone company. Joint funding bid made to Sport England. Ensemble has also tendered for Joint Commissioning Unit's ASC contracts. Results expected to be known mid-August.
5	Access to learning and development	Increased access to learning and	<ul style="list-style-type: none"> Council training and development opportunities to be offered to the 	March 2018	Jerry Haley (Senior	Health Check 2017 being completed at the moment.

Ref	Action Area / (Objective)	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Issues & Progress to date
Page 47	opportunities (2,3)	development opportunities by the voluntary and community sector	sector <ul style="list-style-type: none"> Involvement of partners across the council and other agencies. 		Community Safety & Development Officer)	However, from last year's survey, funding advice has been given both on a group basis and one to one basis at the volunteer centre by Advice UK (funded by London Council) through a drop in basis to all organisations. Procurement and business continuity training have been offered by LBH and Volunteer Management and First Aid training have been delivered at the HVC. Funding Fayre organised for 25 th September

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Equality Impact Assessment (EIA)

Document control

Title of activity:	Voluntary Sector Strategy and Action Plan
Type of activity:	Development of Strategy and Action Plan
Lead officer:	Jerry Haley (Senior Community Safety and Development Officer)
Approved by:	Cabinet
Date completed:	July 2016
Scheduled date for review:	July 2018

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

1. Equality Impact Assessment Checklist

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

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

About your activity

1	Title of activity	Voluntary Sector Strategy and Action Plan
2	Type of activity	Development of Strategy and Action Plan
3	Scope of activity	Delivery of new Voluntary Sector Strategy and action plan – This sets out the outcomes the Council wants to achieve and how it will work with the voluntary and community sector (VCS). This has been consulted upon with the sector and the results of that consultation are incorporated in this EIA.
4a	Is the activity new or changing?	Changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>

Completed by:	Jerry Haley
Date:	June 2016

2. Equality Impact Assessment

Background

The Council undertook a review of its relationship with the voluntary and community sector (VCS), to ensure that the investments it makes into community projects and voluntary sector services address residents' needs, reduce demand on public services and provide value for money for the taxpayer. As part of this work, a new voluntary sector strategy and action plan have been developed and consulted on with the sector. The issue being assessed within this EIA is whether people of any particular protected characteristics are likely to be disproportionately impacted by the Voluntary Sector Strategy and Action Plan.

The strategy sets out a vision and aims as follows:

"The long-term vision for this strategy is to ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector. We want to work more effectively with the sector to deliver the best value for money outcomes at a time of limited resources, and to help us achieve this, the strategy has two key aims:

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and local people to take the lead on improving their local areas through voluntary action, and
2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery)."

The strategy set out 4 additional outcomes to be achieved which are:

1. Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people
2. Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and co-production of services that meet community needs
3. There will be infrastructure support for the sector that is fit for purpose
4. The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes

Process for consultation and review

The strategy underwent a period of three months' consultation between October 2014 and January 2015, in line with the Council's commitment to the Voluntary Sector Compact. The consultation sought to reach as many community groups and voluntary sector organisations as possible. Consultation was carried out in a range of ways including:

- Face to face interviews with voluntary organisations
- Focus groups
- Meetings with Boards of Trustees
- A series of workshops

- Circulation of the draft strategy to a wide range of groups (and publishing it on the web) with an invitation to comment directly
- A feedback event at which the messages delivered through the consultation were replayed, along with the Council's proposed responses to these

Over 116 people attended the workshops from a wide range of groups and the feedback was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector. There were however, a number of ideas for action that were supported by a wide range of groups. Organisations saw potential for real improvements in relationships and to that end wished to see a small number of realistic, clear and achievable actions on the part of the Council to achieve this. In particular the key challenges to be tackled relate to:

- Information and communication;
- Enabling innovation and forward planning, and
- Joint working / partnerships

Ideas for action which were put forward included:

- Maintaining effective communication through designated points of contact in the Council to support the sharing of relevant information (which is needed to enable better joining up of services, understanding of need and development of ideas).
- Jointly developing a solution to meet the need for people (service users and other community organisations as well as public services) to know about each other's services and activities. This could be achieved through a single high quality website / directory.
- Commissioning cycles that build in time to engage organisations in service shaping and allow the opportunity to explore and develop new ideas about service delivery.
- Publishing the 'outcomes' required by the Council so that organisations are able to take these into account in their business and strategic planning
- Maximising use of premises / access to space.
- Ensuring funding processes and criteria work so they add value in building the resilience of local communities e.g. by supporting projects and initiatives that invest in the skills and capacity of local people.
- Commissioning future infrastructure support to deliver on needs identified throughout the consultation, particularly in relation to information sharing, policy engagement, and capacity building to increase sustainability, resilience and capacity for innovation within the sector.

The consultation feedback broadly supported the aims and outcomes set out above and no changes were proposed to these.

An action plan has been developed to respond to the points raised in the consultation and the Council's wider offer to the sector is being reviewed.

The EIA

The assessments below are based on data that we have on the **current** picture of the voluntary sector in Havering. Data for the original EIA was taken from HAVCO's community portal, as well as a study carried out by the National Council for Voluntary Organisations (NCVO) to compile data on the voluntary sector in London. This study included a breakdown for each borough, although it only captured organisations that are registered charities. Also included is evidence from the 2010 National Survey of Charities and Social Enterprises (NSCSE) carried out by Ipsos MORI on behalf of The Office for Civil Society. 440 charities, voluntary groups and social enterprises within Havering were asked to take part in the 2010 NSCSE, of which 186 organisations responded (a 42% response rate). There are no updates available for this data.

Local Context: Havering's Voluntary Sector

Because of the informal nature of much of the third sector, it is very difficult to get a complete picture of how many organisations there are and what types of services they provide. The Council is aware of 14 newly registered charities between 27th July 2015 and 27th July 2016.

The data captured below is taken from the Charities Commission website. It's important to note that where a charity is listed as operating in Havering, it may also operate across East London and other areas such as Essex.

What the Charity Does	
Purpose	# of Charities
General Charitable Purposes	137
Education / Training	63
The advancement of health or saving of lives	25
Disability	23
The prevention or relief of poverty	18
Overseas Aid / Famine Relief	5
Accommodation / Housing	11
Religious Activities	15
Arts / Culture / Heritage / Science	20
Amateur Sport	18
Animals	7
Environment / Conservation / Heritage	35
Economic / Community Development / Employment	77
Armed Forces / Emergency Service Efficiency	1
Human Rights / Religious or Racial Harmony / Equality	20
Recreation	31
Other Charitable Purposes	39

Who the Charity Helps	
Target	# of Charities
Children / Young People	239
Elderly / Old People	123
People with Disabilities	131
People of a particular Ethnic or Racial Origin	42
Other Charities or Voluntary Bodies	89
Other defined groups	53
The general public / Mankind	206

How the Charity Operates	
Target	# of Charities
Makes Grants to Individuals	53
Makes Grants to Organisations	92
Provides other finance	28
Provides Human Resources	116
Provides Buildings / Facilities / Open Spaces	141
Provides Services	206
Provides Advocacy / Advice / Information	139
Sponsors or Undertakes Research	19
Acts as an umbrella or Resource Body	45
Other Charitable Operations	85

Income	
	# of Charities
£0 - £1	21
£2 - £1,000	20
£1,000 - £5,000	39
£5,001 - £10,000	57
£10,001 - £25,000	87
£25,001 - £100,000	82
£100,001 - £500,000	67
£500,001 - £1,000,000	17
£1,000,001 - £10,000,000	14
£10,000,000 and over	3

Capacity building - achieving sustainability

Sustainable funding is based on the idea that organisations are most at risk if too much of their funding is concentrated in one source. This could be the Council or another agency. The key to achieving sustainability is an understanding of the diverse and durable funding streams available as well as a sound understanding of financial management and strategic planning.

The streams available are as follows:

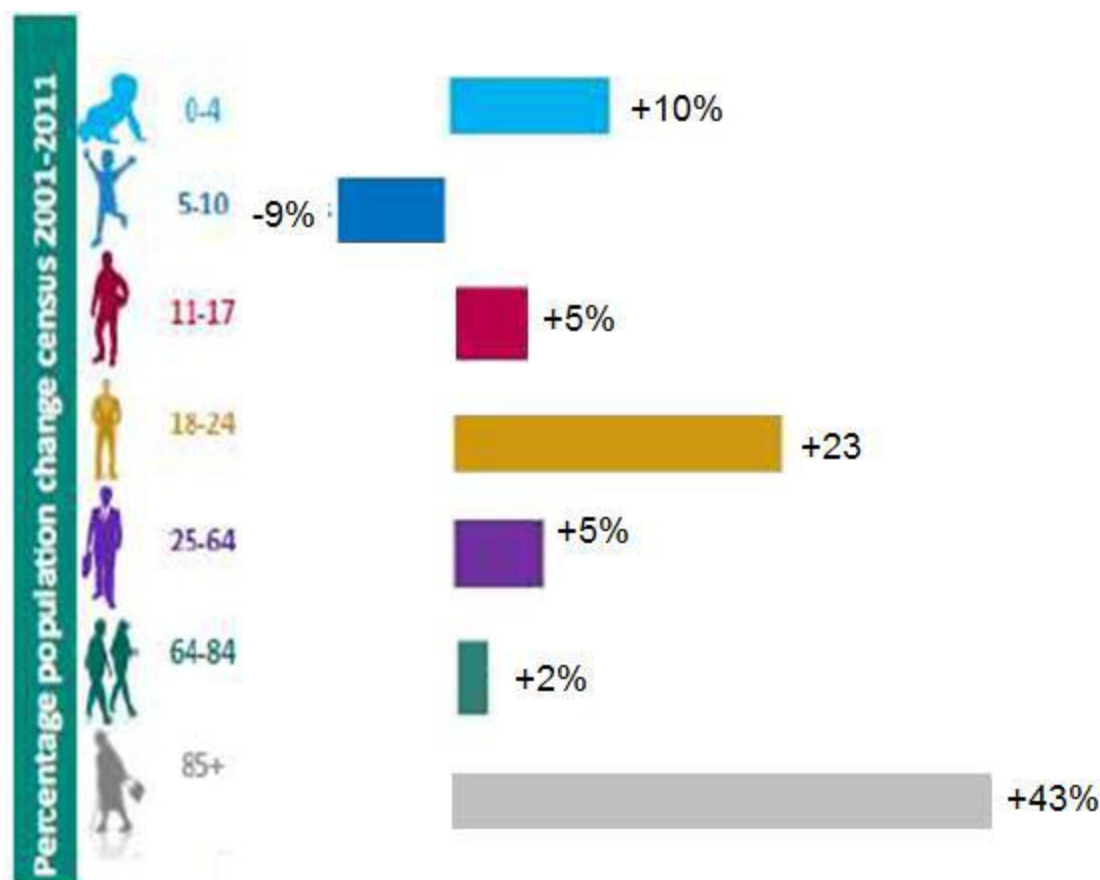
- Grant funders such as the Big Lottery
- Trust funds that may be set aside for charitable purposes
- Private sector company who have community funds

The Council has moved for a model of community engagement to community development; in short a model that enables the community to do things for themselves and take the lead rather than the Council being the lead body.

This is demonstrated by the recently reformed Compact, a body of voluntary sector organisations who have worked together to create a Special Project Vehicle (a formal consortium). This will allow the voluntary sector to take the lead in further developing formal working arrangements or special purpose vehicles (SPVs) of Compact partners to bid for funds / contracts that will relieve pressure on council grant funding and facilitate joint working.

Age: Consider the full range of age groups				
Please tick (✓) the relevant box:		Overall impact: Based on the data currently available we have identified that further work is needed to stimulate the provider market in the older people's sector. This is being taken forward through various commissioning exercises led by the Council's Joint Commissioning Unit as well as its Market Position Statement.		
Positive	✓			
Neutral				
Negative				
Evidence: Havering has the oldest population in London with a median age of 40 years, as recorded in the 2011 census. Table 1 shows the breakdown of current (mid-2015) population by gender and five-year age bands and the population pyramid in Figure 1 compares the population figures for Havering with London and England by five-year age bands. Figure 1 shows a much older age structure for the population of Havering compared to London but similar to England.				
Table 1: Estimated population of residents in Havering by gender and five-year age group				
Table 1: Estimated population of residents in Havering by gender and five-year age group AGE BAND (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
50-54		8,423	9,094	17,517
55-59		7,779	7,647	15,426
60-64		6,248	6,602	12,850
65-69		6,423	7,049	13,472
70-74		4,460	5,377	9,837
75-79		3,654	4,892	8,546
80-84		2,791	4,209	7,000
85-89		1,608	2,946	4,554
90+		687	1,763	2,450
All Ages		119,636	129,449	249,085

Figure 1: Population change from Census 2001 and 2011, by service user age groups in Havering compared to London and England



Our current limited data indicates that more organisations work with younger people than older residents. This evidence is also supported by the 2010 National Survey of Charities and Social Enterprises (NSCSE), which showed that 31% of organisations in Havering work with younger people and only 14% with older people.

The number of children and young people (aged 0-17) in Havering is expected to grow by 22% by 2019, so it could be seen as an encouraging sign that this age group is well represented across and catered for by Havering's voluntary sector. However, the consultation feedback identified gaps in children and young people provision, including for those aged 0-5 years and for young carers, as well as a need for more substance misuse support for young people.

Havering has experienced the largest net inflow of children across all London boroughs in recent years. In a six year period (from 2009 to 2014), 4,606 children have settled in the borough from another London Borough.

The voluntary sector consultation highlighted that the growing older people population means that there are more vulnerable adults and gaps in services for them, including advocacy for older people and a lack of support for parent carers. Other evidence also suggests that further work needs to be done to stimulate the provider market in the older people's sector, particularly as the 65+ population in Havering is expected to grow the fastest overall in the future, increasing by 18.5% by 2019, and that that there will be a

sharp increase in the over 85s – from 6,509 (in 2016) to 8,040 (in 2019).

Sources used:

- “This is Havering” demographic data
- 2015 mid-year population estimates, Office of National Statistics
- GLA population projections
- 2010 National Survey of Charities and Social Enterprises (NSCSE)
- Strategy consultation outcomes

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓) the relevant box:

Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

It is anticipated that the actions set out in the Voluntary Sector Strategy and action plan will benefit a wide range of voluntary and community groups within the borough, including those working with people with disabilities. Based on the data currently available we have identified that more work needs to be done to stimulate the voluntary sector market in this area.

Evidence:

The definition of ‘disability’ under the Equality Act 2010 shows a person has a disability if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities.

According to the latest Annual Population Survey (2012-13), 21% (or 31,400) of working age (16-64) people living in Havering have disclosed that they have a disability or long-term illness / health condition. The Annual Population Survey 2012-13 also shows that 58% (or 18,300) of people with a disclosed disability are economically active (16-64) and 49% (15,300 people) of those are in employment.

4% (or 9,855 people) of Havering’s population claimed Disability Living Allowance in 2013 (DWP data, Q2 2013).

2% (or 2,825 people) of Havering’s population claimed Incapacity Benefits in 2013 (DWP data, Q2 2013).

16% (or 6,960 people) of Havering’s population of pensionable age claimed Attendance Allowance in 2013 (DWP data, Q2 2013).

It is estimated that 52.5% (or 22,320) of older people (aged 65 and over) in Havering have a long term limiting illness where long term illness is considered to last 12 months or longer (2011 Census).

More than 1,100 residents are registered as being blind or partially sighted in Havering.

It is estimated that more than 14,000 adults (aged 18 - 64) in Havering have a moderate or severe disability, with the number of adults with learning disabilities increasing by roughly the same amount.

The number of adults (aged 18 – 64) with moderate or severe disabilities will rise by around 7% in the next ten years, with more than 15,000 adults in Havering having a physical disability by 2021.

The number of children in Havering with learning difficulties and disabilities (LDD) will

increase, most significantly among primary school age children.

The most common categories of LDD are Moderate Learning Disability (30%), Behaviour, Emotional and Social Difficulties (19%) Speech, Language and Communication Needs (17%).

According to the School Census in 2013 37,602 pupils in maintained primary secondary schools and special schools had Special Education Needs (SEN).

There are approximately 20,000 adults in Havering who have a common mental health issue. It is estimated that there are more than 600 adults in Havering with a Borderline Personality Disorder (BDP), nearly 600 people with Psychotic Disorders and around 500 people with Antisocial Personality Disorder.

Predicted future population growth means that the number of adults (aged 18-64) experiencing each of these mental illnesses is expected to increase by 6%, by 2021, in Havering.

Adults in Havering that are receiving treatment for severe mental health problems are less likely than others to be in employment (less than 4%) or in stable accommodation (less than 50%). These percentages are below the average in England and London.

10.4% of adults in Havering have identified themselves as carers, compared to 8.5% in London. At the same time, a very small proportion of carers in Havering receive support than is the average nationally. Support given to carers includes advice services or receiving a carer's break.

According to the 2011 Census, 11% (or 25,214) of Havering's residents provide unpaid care. 7% (or 16,094) of those people provide care of between 1-19 hours of unpaid care per week and further 3% (5,835) provide 50 hours and over of unpaid care per week. Both categories are higher than England and London averages.

Work to refresh the market position statement has highlighted few local services for people with autism; a lack of employment and training opportunities for working age persons with disabilities, and an over provision of nursing and residential home care and supported living for persons with learning disabilities.

Sources used:

- 2011 Census, Office of National Statistics
- 2010 National Survey of Charities and Social Enterprises (NSCSE)
- Strategy consultation outcomes

Sex/gender: Consider both men and women

Please tick (✓) the relevant box:

Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

It is anticipated that the actions set out in the Voluntary Sector Strategy and action plan will benefit a wide range of voluntary and community sector groups within the borough, working with both men and women.

Evidence:

The gender profile of Havering is as follows:

2013	Number	Percentage of population (%)
All persons	242,080	100.0
Male	116,232	48.0
Female	125,848	52.0

Demand for services to support victims of domestic violence continues to grow. For the local authority, Domestic Abuse has become one of the main contact reasons for all contacts made to children's social services and the multi-agency safeguarding hub (MASH). It is estimated that 9,780 Havering residents aged 16-59 suffered some form of domestic abuse in the previous 12-months, contributing to an estimated socio-economic cost of £53.6million to services

Havering Women's Aid delivers refuge provision, DV advocacy and a support group. Victim Support delivers IDVA provision.

The MENDAS (Men's Domestic Abuse Service) project provides advice and support to male victims of domestic violence living and working within the Borough. Although domestic violence is widely considered a gendered crime as it is predominantly women who are identified as victims, we recognise that there are male victims in the Borough who seek to access services and that more men are coming forward as a result of improved awareness. It was also considered a great barrier to men seeking access to domestic violence services for the project to be widely known as 'Women's Aid.' MENDAS seeks to remedy this by providing a dedicated helpline for men. Sessions are held at identified drop in centres across the borough and Havering Women's Aid, as the provider, has agreed to a baseline target of 100 clients accessing the service. We now have 10-15 men accessing support every month which indicates that local awareness is improving. Ascent is a GLA funded consortia provide advocacy, support and counselling

Sources used:

- "This is Havering" demographic data
- 2013 mid-year population estimates, Office of National Statistics
- 2010 National Survey of Charities and Social Enterprises (NSCSE)
- Strategy consultation outcomes
- Violence against Women & Girls (VAWG) Strategic Group performance reports

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

Please tick (✓) the relevant box:

Positive

✓

Overall impact:

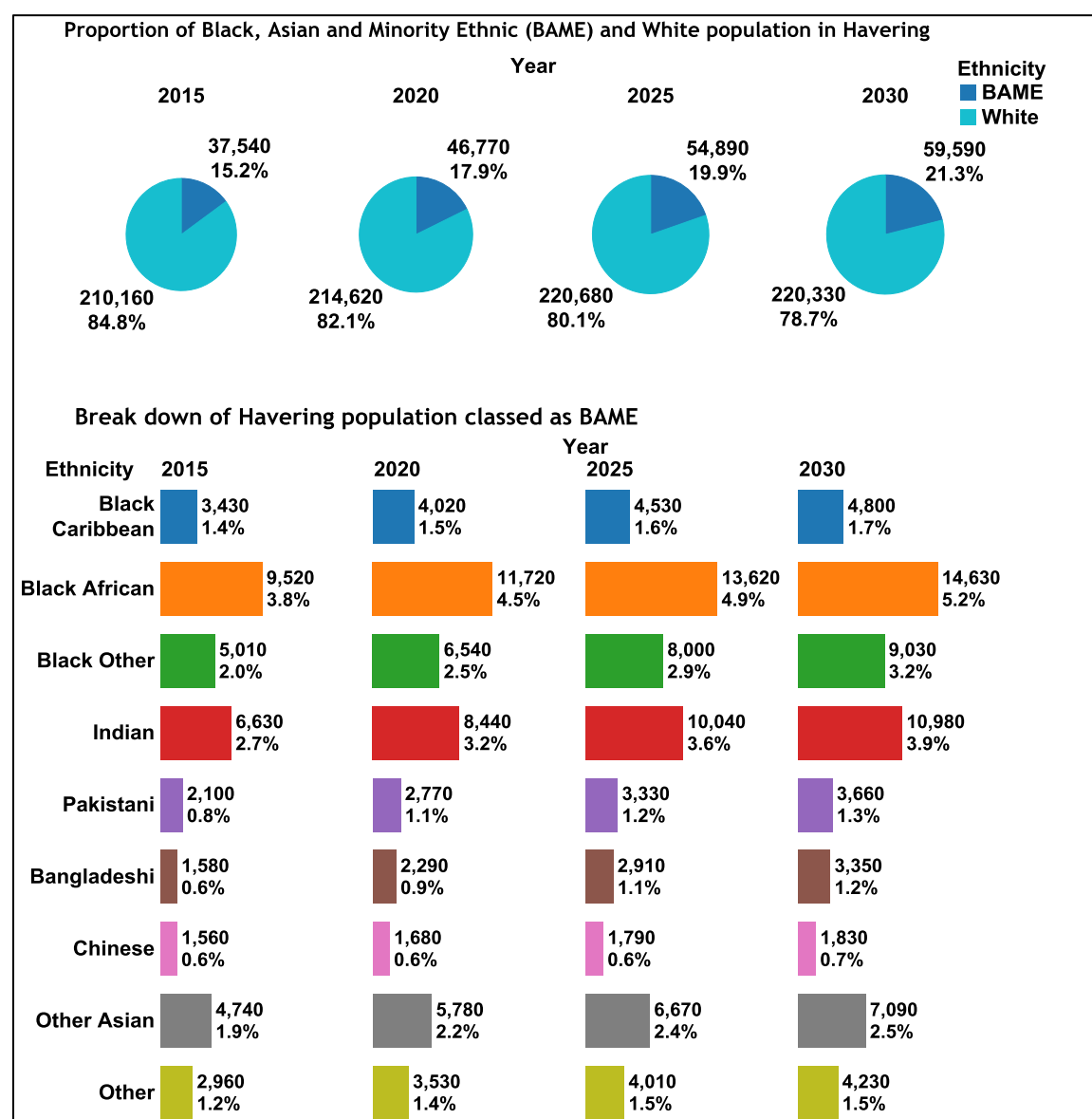
Havering is one of the most ethnically homogenous places in London, with 83% of its residents recorded as White British in the 2011 census, higher than both London and England as a whole. However the

Neutral		strategy seeks to support groups working with all ethnicities and races.
Negative		

Evidence:

Havering's Black and Minority Ethnic (BME) population has grown by 20% since 2011, and is expected to grow further 25% by 2019, so this is likely to be an area of growth for the voluntary sector in future.

The GLA produce estimates of population change by ethnicity. The projections from the 2013 SHLAA based tool are presented below. The white population is projected to decrease from 85% (in 2015) to 79% (in 2030) of the population. It is projected that the Black African population will increase from 3.8% in 2015 to 5.2% of the Havering population in 2030.



¹ The GLA define BAME differently to the ONS. The GLA does not include a 'White Other' Group. Instead they have one category 'White' that includes 'White British' and 'White

Other.

At this moment in time there does not appear to be a disproportionate provision of VCS services targeted specifically at ethnic minorities within the borough.

It is anticipated that the actions set out in the Voluntary Sector Strategy and action plan will benefit a wide range of voluntary and community sector groups within the borough, including those working with different ethnic groups and nationalities.

Sources used:

- “This is Havering” demographic data
- 2012 Round SHLAA ethnic group projection - final, Greater London Authority
- Strategy consultation outcomes
- Charities Commission website

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

*Please tick (✓)
the relevant
box:*

Positive

✓

Neutral

Negative

Overall impact:

It is anticipated that the actions set out in the Voluntary Sector Strategy and action plan will benefit a wide range of voluntary and community sector groups within the borough, including those working with people of different religions and faiths.

The data available on beneficiaries by faith is very limited. However, based on the data currently available to us, there does not appear to be any under-representation of groups working with people of different religions / faiths within the local voluntary and community sector.

Evidence:

In the 2011 Census, Havering’s religious profile was:

2011	Number	Percentage of population (%)
All religions	237,232	100.0
Christian	155,597	65.6
Muslim	4,829	2.0
Hindu	2,963	1.2
Sikh	1,928	0.8
Jewish	1,159	0.5
Buddhist	760	0.3
Other religion	648	0.3
No religion	53,549	22.6
Religion not stated	15,799	6.7

This is unlikely to be a full and accurate picture of Havering's faith sector. However, on the basis of the information available, there does not appear to be any significant under-representation in terms of faith within the local voluntary and community sector. Our current database needs updating to record the true extent of voluntary organisations that support faith communities across Havering.

The Havering interfaith forum exists to promote cohesion and religious harmony for the benefit of the whole community.

Sources used:

- "This is Havering" demographic data
- 2012 Round SHLAA ethnic group projection - final, Greater London Authority
- Strategy consultation outcomes
- Charities Commission website

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

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

There is little information available at national and local levels to make an assessment of the impact of the Voluntary Sector Strategy and action plan on this protected characteristic.

It is anticipated that the actions set out in the Voluntary Sector Strategy and action plan will benefit a wide range of voluntary and community sector groups within the borough, including those working with the LGBT community

The community development team is currently supporting the newly formed LGBT Forum. The aims of the Forum shall be to:

- Provide and maintain resources for Havering's LGBT+ communities including training, advice and support.
- Build effective relationships with individuals and groups in Havering and across London and Essex.
- Become a focal point for advice and consultation with service providers and departments within statutory organisations.
- Promote acceptance, equality, and understanding of Havering's LGBT+ communities.
- Challenge discrimination in all its forms against LGBT+ people.

Evidence:

There is not sufficient information on sexual orientation at national or local level.

Sources used:

- “This is Havering” demographic data
- Strategy consultation outcomes
- Charities Commission website

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

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

A person has the protected characteristic of **gender reassignment** if that person “is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex”.

There is no information available to make an assessment of the impact of the review on this protected characteristic.

Evidence:

There is no local data on this protected characteristic, in terms of voluntary sector provision.

The newly formed LGBT community group will provide much needed support for anyone undergoing or wishing to undergo gender reassignment or living in the sex in which they wish to be known.

Sources used:

- “This is Havering” demographic data
- 2012 Round SHLAA ethnic group projection - final, Greater London Authority
- Strategy consultation outcomes
- Charities Commission website

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

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

There is no information available to make an assessment of the impact of the Voluntary Sector Strategy and action plan on this protected characteristic.

Evidence:

According to the 2011 Census, Havering's profile at a Borough level is:

2011	Number	Percentage of population (%)
All persons	192,844	100.0
Single (never married or never registered a same-sex civil partnership)	63,549	33.0
Married	93,587	48.5
In a registered same-sex civil partnership	196	0.1
Separated (but still legally married or still legally in a same-sex civil partnership)	4,699	2.4
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,492	8.0
Widowed or surviving partner from a same-sex civil partnership	15,321	7.9

Sources used:

- "This is Havering" demographic data

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

<i>Please tick (✓) the relevant box:</i>		Overall impact: There is no information available to make an assessment of the impact of the Voluntary Sector Strategy and action plan on this protected characteristic. It is anticipated that the actions set out in the Voluntary Sector Strategy and action plan will benefit a wide range of voluntary and community sector groups within the borough, including parents and expectant parents and carers.
Positive	✓	
Neutral		
Negative		

Evidence:

There is very little evidence available on the number of organisations falling under this category. An internet search unveils community support groups around breastfeeding e.g. <http://www.latchon.org.uk/about-us/>. The Community Centre-based Breastfeeding Cafés are run by Children's Services. There may be other groups without an online presence, however this is unknown at this time.

The VCS consultation identified gaps in provision for 0-5 year olds, which will indirectly impact on pregnancy, maternity and paternity.

Sources used:

- Google
- Netmums.org
- Home-Start Havering

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

Please tick (✓) the relevant box:

Positive ✓

Neutral

Negative

Overall impact:

Havering is a relatively affluent borough. Based on the 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 2016 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. People who live in the most deprived areas have the poorest health and well-being outcomes. On average people living in deprived areas, lower socio-economic groups and otherwise marginalised groups have poorer health and poorer access to health care than people resident in affluent areas and people from higher socio-economic groups.

The action plan includes a number of actions aimed at promoting volunteering, which can serve as a pathway into work and help to prevent social isolation. People with lower socio-economic status are also more likely to be dependent on services within the voluntary and community sector, which it is hoped will benefit from the actions set out in the strategy and action plan.

Evidence:

- The average gross income per household in Havering (£44,430, as measured in 2012/13) is low in comparison to the London average (£51,770) but slightly higher than the England average of £39,557
- 77% of households in Havering have at least one car. Compared to other local authorities in London, Havering has the second highest proportion of households (32.8%) with 2 or more cars.
- The majority of children in Havering are not poor, but around 8,800 live in income-deprived households. Gooshays and Heaton wards have the highest proportion of children living in poverty. Havering is one of only two London boroughs bucking the trend by seeing rates of child poverty increase.
- The overall employment rate in Havering is higher than London (72.9%) and England (73.6%).
- The proportion of working age residents in Havering claiming out-of-work benefits (7.3%) is significantly lower than England (9.0%)

Sources used:

- Index of Multiple Deprivation, Communities and Local Government, released 2011
- “This is Havering” demographic data
- 2012 Round SHLAA ethnic group projection - final, Greater London Authority
- Strategy consultation outcomes

Action Plan

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
ALL	Data is historic (although a negative impact is unlikely)	Database needs to be refreshed	Fully developed 'database'. This will be a product of the current health check	March 2017 and annually thereafter	Jerry Haley
ALL	Compatibility and compliance issues regarding strategies	Establish commonalities between voluntary sector strategy and volunteering strategy	To increase representation both with the voluntary sector and amongst volunteers resulting in vibrant strategies that are reflective of the changing demographics of Havering	Completed December 2016	Jerry Haley
ALL	'Engagement' rather than 'Development' (training / mentoring the sector so it delivers for itself rather than the Council delivering on its behalf)	Facilitating models such as Special Project Vehicles to get organisations involved	New models (e.g. SPVs) established	Havering Compact re-launched November 2015 Ensemble Community Solutions Limited established August 2016.	Jerry Haley

Review

This EIA is due to be reviewed in 2018 as part of the development of the next Voluntary Sector Strategy.

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Overview and Scrutiny Board 12 September 2017

Subject Heading:

Quarter 1 Overview and Scrutiny Board Performance Report (2017/18)

SLT Lead:

Sarah Homer, Interim Chief Operating Officer

Report Author and contact details:

Pippa Brent-Isherwood, Assistant Director of Policy, Performance and Community
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01708 431950

Policy context:

The report sets out Quarter 1 performance reporting as requested by the Overview and Scrutiny Sub-Committees

Financial summary:

Adverse performance against some performance indicators may have financial implications for the Council. The performance indicator relating to the level of waste per head of population presented to the East London Waste Authority (ELWA) 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.

Whilst it is expected that the delivery of targets will be achieved within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed with Lead Members at the start of the year.

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

The corporate performance reporting framework will be reviewed again in Quarter 4 of 2017/18

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

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

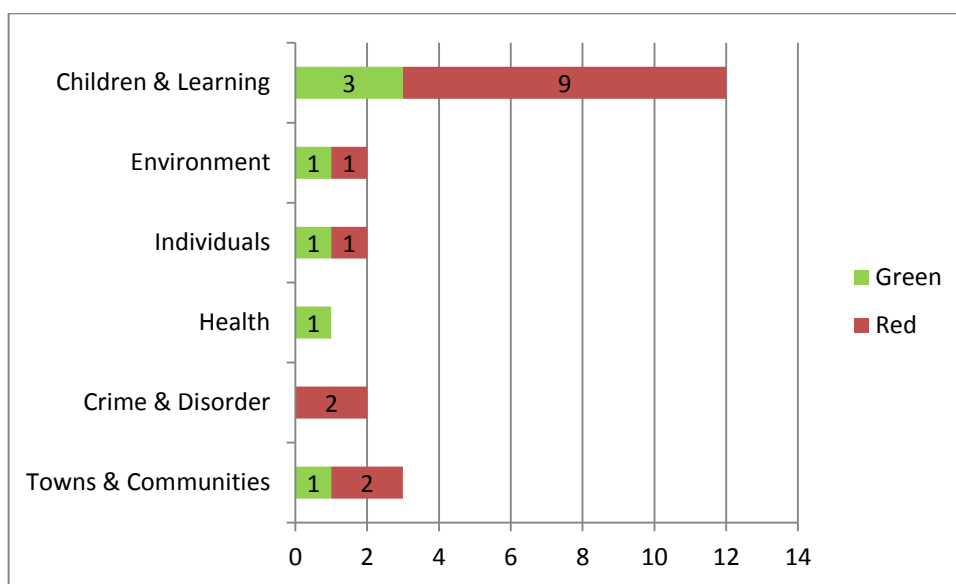
SUMMARY

1. The Corporate Performance Report which is presented to the Cabinet on a quarterly basis provides an overview of the Council's performance against each of the strategic goals set out in the Corporate Plan. Historically, the Overview and Scrutiny Board has also scrutinised this data. However, for 2017/18, the Board has decided instead to scrutinise a selection of more operational performance indicators, determined by the six overview and scrutiny sub-committees. To this end, each of the sub-committees were tasked by the Overview and Scrutiny Board (at its meeting in May) with identifying two to three performance indicators they wished to track over the course of the year. This report provides an overview of how the Council is performing in relation to each of the indicators selected by the six sub-committees, with greater detail being provided within each of the sub-committee reports.
2. Members of the Committee are reminded that, in keeping with the Council's renewed focus on transparency, it was agreed at Cabinet on 12 April to remove tolerances from performance targets. This being the case, where targets have been set for the indicators selected by the Overview and Scrutiny Sub-Committees as part of the annual corporate and service planning process, these have been included in the report and performance rated as either on target (**Green**) or off target (**Red**). Where performance is rated '**Red**', corrective action to improve performance is set out in the report.
3. Also included in the report are Direction of Travel (DoT) columns, which compare:
 - Short-term performance – with the previous quarter (Annual/Quarter 4 2016/17)
 - Long-term performance – with the same time the previous year (Quarter 1 2016/17)

A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
4. The Committee is asked to note that the Health Overview and Scrutiny Committee continues to review the performance indicators that it could potentially track, so there may yet be further amendments to the indicators monitored by this committee.

5. In addition, the Children and Learning Overview and Scrutiny Sub-Committee felt unable to identify the three highest priority performance indicators currently within its remit, feeling that they are all of equal importance. The Sub-Committee therefore asked that this matter be referred to the Overview and Scrutiny Board for decision. For Quarter 1 reporting, all the performance indicators previously monitored by the Children and Learning Sub-Committee have been included pending the Board's steer on this.

Q1 Summary



6. In total, 34 Performance Indicators have been included in the Quarter 1 2017/18 report. Of these, 22 (65%) have been rated as either **Red** or **Green**.
7. In summary, of those PIs with a target set against them:
- **7** (32%) have a RAG status of **Green** (on target).
 - **15** (68%) have a RAG status of **Red** (off target).

RECOMMENDATIONS

That Members of the Overview and Scrutiny Board:

- 1) **Review** the performance set out in **Appendix 1** and the corrective action that is being taken to improve this where necessary.
- 2) **Determine** which of the performance indicators currently tracked by the Children and Learning Overview and Scrutiny Sub-Committee it wishes the Committee to continue monitoring going forward.

REPORT DETAIL

1. **Highlights:**

- The percentage of housing repairs completed on time has shown steady improvement and reached 99% in Quarter 1 against a target of 96%.
- The time taken to remove fly tips is steadily improving and remains below target (where lower is better). Now that in-cab technology has been introduced, it is expected that performance will improve still further. The data gathered will also be extremely useful in identifying and targeting enforcement activities in hotspot areas.
- The rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) is below target (where lower is better). 50 service users over the age of 65 were admitted into long term care during Quarter 1. At the same stage last year there had been 73, representing a reduction of 32%.
- The number of new in-house foster carers recruited is better than target. During Quarter 1 there were 6 new in-house foster carers recruited which bodes well for reaching the end of year target of 20 and is considerably higher than the one we had recruited at this point last year. This should also have a positive impact on associated indicators relating to placement stability and the proportion of looked after children placed in in-house foster care.

2. **Improvements required:**

- The proportion of complaints relating to services within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee which were responded to within the target timescale was below target during Quarter 1, at 83% for Stage 1 complaints and 94% for Stage 2 complaints. Only 56% of Stage 1 complaints relating to housing repairs were closed within 15 days.
- The Metropolitan Police Service (MPS) has targets to reach 90% of “immediate” (“I”) graded calls within 15 minutes of the call being made, and to reach 90% of “significant” (“S”) graded calls within one hour of the call being made. The percentage of calls reached within the target times has reduced when comparing Quarter 1 this year against the figures for the same period in 2016. It should be noted that the Response teams have recently been challenged in terms of their deployable numbers. The aid requirements linked to recent critical incidents elsewhere in London have impacted the Response teams heavily and adversely affected these figures. Notwithstanding this, a range of remedial actions are in place and planned to improve response times. The establishment of the Resolution Centre and Operation Pierrepont have seen much of the outstanding demand removed from the system by officers dealing with outstanding actions through telephone calls to the victim. Adjustments to the Sergeant’s role in the Operations Room have also assisted Metropolitan Police Central Control (Met CC) in the allocation of calls. The addition of an extra Controller and an extra Dispatcher in the Met CC pod between the hours of 1100 and 2300 are also expected to have a positive impact going forward. It is understood that improvements have already been made within Quarter 2 which will be reported in the next quarterly performance report.

- The proportion of Adult Social Care service users receiving direct payments was 33.3% in Quarter 1, against a target of 36%. A Personal Assistant Co-Ordinator has now been appointed within the Joint Commissioning Unit to support the take-up of direct payments going forward.
- If the level of waste per head presented to the East London Waste Authority (ELWA) continues at the level seen during Quarter 1, the borough will outturn slightly above target, however the peak in Quarter 1 is largely due to the amount of green waste collected at this time of year and tonnages will reduce through the winter. Various activities are working towards achieving our target, such as continued waste prevention campaigns, focusing on home composting, reuse, and Love Food Hate Waste as well as the launch of the Food Waste Challenge on 22nd July. We are reviewing operations in Highways and Grounds Maintenance to reduce waste, and introducing policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centres. The Environment service is working with the Communications service to plan a campaign to reduce household food waste as 50% of waste is comprised of food in Havering and costs the council approximately £7m per year to dispose of. The Communications team has created a double-page spread in Living in Havering magazine in July featuring profiles of two of our Food Waste Champions and launching the Food Waste Challenge. This followed an article in the May issue which highlighted the scourge of fly-tipping in the borough as well as the Cleaner Havering e-newsletter and media releases on the Food Waste Challenge Launch and Jumble Trail.
- The proportion of young people leaving care who are in education, employment or training at ages 18-21 is currently below target (where bigger is better). The Leaving Care Service as a whole is being reviewed and strengthened as part of the Face-to-Face Pathways Programme. Interviews will take place imminently for six Pathway Co-ordinators who will work directly with young people and care leavers to help them plan their transition into adulthood, including their education / employment route. We also expect performance to improve over the coming months as a number of our care leavers take up further education and university places in September.

3. The full Quarter 1 performance report is attached as **Appendix 1**.

REASONS AND OPTIONS

Reasons for the decision: To provide Overview and Scrutiny Board Members with an update on the Council's performance during Quarter 1 of 2017/18.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

The performance indicator relating to the level of waste per head of population presented to the East London Waste Authority (ELWA) 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.

Robust ongoing monitoring is undertaken as part the established financial and service management processes. Should it not be possible to deliver targets within approved budgets, this will be raised through the appropriate channels as required.

Human Resources implications and risks:

There are no Human Resources implications or risks arising directly from this report.

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

- The percentage of emergency / immediate ("I") and significant ("S") calls to the Police responded to within the target timescale
- The percentage of young people leaving care who are in education, employment or training at ages 18 – 21
- The percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- The total number of in-house foster carers
- The percentage of looked after children who ceased to be LAC as a result of permanency (adoption or special guardianship)
- The proportion of looked after children who leave care at 18 and remain living with their foster carers ("Staying Put")
- The proportion of looked after children placed in LBH foster care
- The percentage of looked after children placements lasting at least two years

- The proportion of children becoming the subject of a Child Protection Plan for a second or subsequent time within two years
- The percentage of care proceedings completed within 26 weeks

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

https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Visionhttps://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Vision

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O&S Board Performance Report: Quarter One 2017/18

2017-18 Corporate Performance Indicator

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

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Performance	Short Term DOT against Annual 2016/17 (Q4)		Long Term DOT against Q1 2016/17		Comments
Towns and Communities	No. of Stage 1 complaints received	Smaller is better	N/A	N/A	210	-	NEW	-	NEW	These figures reflect complaints performance for the following services: • Arts Services • Businesses • Cemeteries • Community involvement (incl. volunteers) • Crematorium • Development and Transport Planning • Enforcement • Housing – ASB • Housing – Other • Housing – Repairs • Leisure centres and sport • Library Services (incl. Havering Museum) • Parks and open spaces (incl. allotments) • Planning and Building Control • Public Protection • Regeneration • Registrars and Bereavement Services
	% of Stage 1 complaints closed within 15 days	Bigger is better	95%	95%	83% RED	-	NEW	-	NEW	
	No. of Stage 2 complaints received	Smaller is better	N/A	N/A	36	-	NEW	-	NEW	
	% of Stage 2 complaints closed within 20 days	Bigger is better	95%	95%	94% RED	-	NEW	-	NEW	
	% of housing repairs completed within target	Bigger is better	96%	96%	99% GREEN	↑	90.6%	↑	89.42%	Performance is above target and has improved compared to the same time last year and compared to last quarter.
	Contractor liaison with residents during regeneration work	TBC	TBC	TBC	N/A	-	NEW	-	NEW	Data is not currently available. A delivery partner/contractor has not yet been selected for the Housing Regeneration programme but is expected to be chosen by March 2018.
ne & Disorder	% of “I” calls responded to within target	Bigger is better	90%	90%	51% (avg.) RED	↓	72.4% (16-17)	-	NEW	The figures fell steadily throughout the quarter, from 58% in April, to 50% in May and 45% in June, partly linked to extremely high call volumes and staff being abstracted to assist following critical incidents elsewhere in London. An improvement plan and a range of remedial actions are in place to improve performance, as detailed in the sub-committee report, and significant improvements are already being seen in Quarter 2.
	% of “S” calls responded to within target	Bigger is better	90%	90%	40% (avg.) RED	↓	60.3% (16-17)	-	NEW	Performance fluctuated between 39% and 41% throughout the quarter, partly linked to extremely high call volumes and staff being abstracted to assist following critical incidents elsewhere in London. An improvement plan and a range of remedial actions are in place to improve performance, as detailed in the sub-committee report, and significant improvements are already being seen in Quarter 2

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Performance	Short Term DOT against Annual 2016/17 (Q4)		Long Term DOT against Q1 2016/17		Comments
Crime	Deployable police resources compared with establishment (Dedicated Ward Officers only)	Bigger is better	TBC	TBC	90%	-	NEW	-	NEW	Data is not currently available for all officers at a borough level due to classifications created as part of the tri-borough policing pathfinder that commenced earlier this year. The average figure for Havering's Dedicated Ward Officers (DWOs) for Q1 is 90%.
	% of ASB reports relating to traveller incursions	N/A	N/A	N/A	1%	-	NEW	-	NEW	Interrogation of the Metropolitan Police Computer Aided Despatch system shows that in Q1 2017/18 there were 1,050 Calls to the Metropolitan Police classified as relating to 'Anti-Social Behaviour' in Havering. This includes duplicate calls regarding a single incident. Of these, 11 calls (1%) related to three separate Traveller incursions.
Health	The number of people who die from preventable causes linked to air quality, per 100,000 population	Smaller is better	Better than England (Annual 3-year rolling period)	Better than England (Annual 3-year rolling period)	157 per 100,000 population GREEN	-	NEW	-	NEW	The latest available data covers the period 2013 - 2015. For that period, Havering's mortality rate from preventable causes is significantly lower than the London (169/100,000) and England (184/100,000) averages.
	The number of instances where an adult patient is ready leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care)	Smaller is better	10.8	10.8	N/A	-	N/A	-	N/A	Data is not currently available from the NHS Delayed Transfers of Care (DTC) website
	Emergency admission rates	Smaller is better	TBC	TBC	N/A	-	N/A	-	N/A	Data methodology to be confirmed to ensure this PI is not the same as "Total non-elective admissions into hospital" (please see below PI). Awaiting clarification from colleagues in the Clinical Commissioning Group (CCG)
	Total non-elective admissions into hospital	Smaller is better	TBC	TBC	N/A	-	N/A	-	N/A	Targets and outturns to be confirmed as part of the Better Care Fund (BCF) submission which is due on 11/09/2017
Individuals	% of service users receiving direct payments	Bigger is better	36%	36%	33.3% RED	→	33.3%	↓	33.8%	Performance is off target with 683 service users receiving their services via a Direct Payment. This is slightly worse than at the same stage last year, when there were 702 services users with a Direct Payment. Corrective Action: A Personal Assistant Co-ordinator has been appointed within the Joint Commissioning Unit to support the uptake of Direct Payments.
	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	145	108.1 GREEN	↑	700	↑	160.2	Havering is currently on target for this indicator with 50 service users over the age of 65 admitted into long term care during Quarter 1. At the same stage last year there had been 73.

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Performance	Short Term DOT against Annual 2016/17 (Q4)		Long Term DOT against Q1 2016/17		Comments
Environment	Average no. of days taken to remove fly-tips	Smaller is better	1 day	1 day	0.8 days GREEN	↑	0.9 days	↑	1.5 days	Performance for Quarter 1 was better than target. In-cab technology, whereby the locations of fly tips can be electronically sent to teams, went live in late June. Once this system has been integrated with Mayrise and fully tested, administrative processes and performance should improve. Data collected through this system will also be used to identify regular fly tipping hot spots and enable targeted enforcement
	The level of waste per head of population presented to the East London Waste Authority (ELWA)	Smaller is better	441.01kg per head	110.25kg per head	118.4kg per head (Provisional) RED	-	NEW	-	NEW	This PI measures the total waste delivered to ELWA. This includes collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities. If tonnages continue at this level throughout the year we would be slightly above target, however the peak in Quarter 1 is largely due to the amount of green waste collected at this time of year and tonnages will reduce through the winter. Various activities are working towards achieving our target, such as continued waste prevention campaigns, focusing on home composting, reuse, and Love Food Hate Waste as well as the launch of the Food Waste Challenge on 22nd July. We are reviewing operations in Highways and Grounds Maintenance to reduce waste, and introducing policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centres. The Environment service is working with the Communications service to plan a campaign to reduce household food waste as 50% of waste is comprised of food in Havering and costs the council approximately £7m per year to dispose of. The Communications team has created a double-page spread in Living in Havering magazine in July featuring profiles of two of our Food Waste Champions and launching the Food Waste Challenge. This followed an article in the May issue which highlighted the scourge of fly-tipping in the borough as well as the Cleaner Havering e-newsletter and media releases on the Food Waste Challenge Launch and Jumble Trail.
Children and Learning	No. of early years education offers extended to disadvantaged 2 year olds	Bigger is better	841	841	N/A	-	N/A	-	N/A	A performance outturn is only available three times a year for this indicator, as figures are provided termly. The first performance outturn will be available in Quarter 2.
	% of young people leaving care who are in education, employment or training at ages 18 -21	Bigger is better	80%	80%	60.9% RED	↓	67.2%	↓	62.3%	Performance is currently below target (where bigger is better). Corrective Action: The Leaving Care Service as a whole is being reviewed and strengthened as part of the Face-to-Face Pathways Programme. Interviews will take place imminently for six Pathway Coordinators who will work directly with young people and care leavers to help them plan their transition into adulthood and what this will look like for them. We expect these roles to support our care leavers in identifying their education/employment route. The introduction of these roles will also enable planning for adulthood to commence as soon as young people become eligible for leaving care services at age 15 years and 9 months. We also expect performance to improve over the coming months as a number of our care leavers take up further education and university places in September.

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Performance	Short Term DOT against Annual 2016/17 (Q4)		Long Term DOT against Q1 2016/17		Comments
Children and Learning	% of children who wait less than 14 months between entering care and moving in with their adopting family	Bigger is better	75%	75%	60% RED	↑	47%	↑	44%	Of the five children currently placed with their prospective adoptive families awaiting orders, three (60%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is in improvement on 2016/17's outturn of 47% but still some way short of this year's target of 75%. Corrective Action: We have seen a significant improvement in performance against this KPI over recent months. Scrutiny has been applied to the permanency process and oversight is provided by the Edge of Care and LAC Panel on a 6 weekly basis. As well as this, the service has developed greater visibility and expectation around challenge from Independent Reviewing Officers (IROs) regarding permanency planning. There is expectation from a senior level that this momentum continues and permanency is monitored through the Ofsted Performance Report.
	Total no. of in-house foster carers	Bigger is better	90	90	78 RED	↑	77	↓	81	The total number of in-house foster carers increased during the quarter from 75 in April to 78 in June, however this is still quite a way off of our target of 90 and slightly lower than the 81 we had at this point last year. Corrective Action: The innovation programme will re-design our fostering offer and create an offer of specialist foster carers. This role will be targeted towards placements for 11-17 year olds with complex needs and will come with an enhanced financial and support package. By recruiting six new foster carers this quarter we are on track to reach our target of 20 by the end of this year. The innovation programme will officially launch in Quarter 2 so we expect to see an increase in Quarters 3 and 4.
	% of looked after children who ceased to be LAC as a result of permanency (adoption and special guardianship)	Bigger is better	16%	16%	14.8% RED	↑	14.7%	↓	16.6%	So far this financial year we have seen two children cease to be looked after due to the granting of an adoption order, and two children cease to be looked after due to the granting of a special guardianship order, putting performance below target. Corrective Action: The Families Together Team is expanding its remit to provide support to families and young people where an SGO is the permanency plan. This is to ensure that these placements remain stable and viable in the long term. As well as this, the role of the Family Group Conference (FGC) is being scrutinised and greater expectation given to the use of FGCs to explore family options as early as possible in a child/young person's LAC journey. Scrutiny around permanency is also provided through the Ofsted Performance Report at the Transformation and Improvement Board.

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Performance	Short Term DOT against Annual 2016/17 (Q4)		Long Term DOT against Q1 2016/17		Comments
	% of looked after children who leave care at 18 and remain living with their foster carers ("Staying Put")	Bigger is better	70%	70%	0% RED	↓	66.7%	→	0%	<p>This calculation is based on the number of young people who cease to be looked after on their 18th birthday that have a foster care placement and who remain living with that carer. In Quarter 1 there have been nine cessations of 18 year olds, however none have been eligible for Staying Put.</p> <p>Corrective Action: As of 31 May 2017 11 (9%) of our Care Leavers were residing with foster carers and 11 LAC (4%) were in long term foster placements. All of these are aged over 12 and three are aged 17 so will become part of our care leavers cohort this year. Work is being undertaken to implement pathway plans for all relevant young people aged 14 years 9 months and older. This will help to identify at an earlier stage young people who may be eligible for "staying put" and ensure that the appropriate conversations happen at the earliest opportunity.</p>
Children and Learning	% of looked after children placed in LBH foster care	Bigger is better	50%	50%	39.6% RED	↑	38.7%	↓	41.6%	This KPI is based on the total number of in-house and family and friend placements. In June there were 76 in-house and 25 family and friend placements, giving a score of 39.6%.
	% of looked after children placements lasting at least 2 years	Bigger is better	70%	70%	56.1% RED	↓	59.4%	↓	63.0%	<p>As at 31st June 2017, 56.1% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years, which means that we are currently performing below our 2016/17 target of 70% and worse than at the same point last year.</p> <p>Corrective Action: Our specialist foster carer offer (part of the Face-to Face Pathways Programme) will focus on those young people who are most likely to become subject to a placement breakdown (LAC aged 11-17 with complex needs). These carers will receive intensive support and input from the fostering team and our clinical team so as to reduce the risk of these young people having to move placements. Our Families Together Team is also working to return young people home, where it is safe to do so, and therefore we aim to see a reduction in the number of young people requiring placements for 2 years or more over the course of the Face-to-Face Pathways Programme.</p>
	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is better	10%	10%	15.9% RED	↓	14.5%	→	15.9%	<p>During quarter 1 there have been 10 (out of 63) new CP Plans relating to children who have previously been on a CP plan during the past 2 years. This has resulted in a YTD total of 15.9%.</p> <p>Corrective Action: The DCS has commissioned a review of child protection activity and processes and the development of an action plan for improvement, to be completed over the summer. This work is being led by the Principal Social Worker and Group Manager for the Safeguarding & Service Standards Unit with input from the Head of Service for Intervention & Support and Head of Service for the MASH & Assessment Teams.</p>
	% of Early Years providers judged Good or Outstanding by Ofsted	Bigger is better	80%	80%	93% GREEN	→	93%	↑	89%	Havering had nine inspections in the last quarter. Six were for new Private, Voluntary and Independent (PVI) sector providers, of which five were judged Good or Better (GoB) and one as Requiring Improvement. 2 PVI settings remained Good or Better and one previously judged as Good declined to Requires Improvement.
	% of schools judged to be Good or Outstanding	Bigger is better	80%	80%	84% GREEN	→	84%	↑	76%	Havering had five inspections in the last quarter. Four schools retained their previous judgment and one academy had its first (Good) inspection.

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Performance	Short Term DOT against Annual 2016/17 (Q4)		Long Term DOT against Q1 2016/17		Comments
	No. of apprentices (aged 16-18) recruited in the borough	Bigger is better	770	308	N/A	-	770 (AY 15-16)	-	N/A	There is a six month data lag in the Department for Education and Education and Skills Funding Agency publishing their outturns. The outturn for academic year 2016/17 is expected to be released at Christmas.
	No. of new in-house foster carers	Bigger is better	20	5	6 GREEN	↓	12	↑	1	So far this period, we have recruited six new in-house foster carers which bodes well for reaching our end of year target of 20 and is considerably higher than the 1 we had at this point last year. The innovation programme will re-design our fostering offer and create an offer of specialist foster carers. This role will be targeted towards placements for 11-17 year olds with complex needs and will come with an enhanced financial and support package. The innovation programme will officially launch in Quarter 2 so we expect to see an increase in Quarters 3 and 4.
Children and Learning	% of 16 to 19 year olds (school years 12 – 14) who are not in education, employment or training (NEET) and not known	Smaller is better	4.3% Biannually (Q2 and Q4)	4.3% Biannually (Q2 and Q4)	N/A	-	3.3%	-	N/A	The outturn for this PI is available biannually and will be reported for Quarter 2. Trend information from last year has been provided for information.
	No. of apprentices (aged 19+) recruited in the borough	Bigger is better	1330	N/A	N/A	-	NEW	-	NEW	There is a 6 month data lag in the Department for Education and Education and Skills Funding Agency publishing their outturns. The outturn for the academic year 2016/17 is expected to be released at Christmas.
	% of care proceedings completed in under 26 weeks	Bigger is better	80%	80%	33.3% RED	↓	48.9%	-	N/A	The KPI is based on the number of children whose court cases complete each month and the percentage of these that were concluded within 26 weeks. During June, two children's cases completed, neither within the 26 weeks timescale. This has reduced the YTD figure to 33.3%.

OVERVIEW AND SCRUTINY BOARD

12 September 2017

Subject Heading:	Partnerships with Business Update
SLT Lead:	Steve Moore, Director of Neighbourhoods
Report Author and contact details:	Lindsay Hondebrink, Interim Business Development Manager, Development Lindsay.Hondebrink@haverling.gov.uk
Policy context:	Havering Council Corporate Plan 2017-18: First Class Business Opportunities Havering - Making a Greater London 2017: Opportunities, Connections and Places

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

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

SUMMARY

This report provides an update on the recent and planned activity of the Council's approach to developing partnerships with business, which is led by the new Development Service.

RECOMMENDATIONS

Members are asked to review the report and note progress.

REPORT DETAIL

This paper aims to provide an update on the Council's approach to developing partnerships with business focusing on the following areas:

- Business development
- Support to small businesses
- Links with business rates
- Attracting large businesses
- Market management and support with diversification

Business development

Business development falls under the new Development Directorate. There is a small team focused to deliver a number of activities that aim to encourage investment, private sector job growth, enterprise and enhance the borough's competitiveness. The majority of project activity supports delivery of the Opportunities theme of the Havering Vision and 2017/18 Corporate Plan.

Support to small businesses

The borough currently has 9,220 businesses, of which, 92% are micro-sized businesses with up to 9 employees (Interdepartmental Business Register, 2016).

In terms of economic performance, the direction of travel for Havering is strong. In May 2017, Havering was rated top of the London boroughs for its business survival rate and also came top specifically for having the highest survival rate for technology businesses (data.london.gov.uk). This follows on from Havering being coined the business start-up capital of Britain by Experian in 2015.

In terms of business partnerships and engagement, our Business Voice Board of 22 local businesses meets quarterly and is chaired by one of our largest employers, Neopost. The aim of the Board is to enable the Council to work in partnership with the businesses to help shape support provided and create the conditions that will generate economic and job growth.

Small businesses are also invited to attend our Havering Business Network and partnerships are facilitated at our Women in Business Network. Business seminars

are hosted quarterly to develop skills and insight into a range of areas that enable our local businesses to grow.

Excellence in the local business community is celebrated annually through our prestigious annual Havering Business Awards. The awards for 2017/18 will take place on Thursday 8 February 2018.

Potential new businesses have access to our business start-up programme and the Council has delivered innovative workspace solutions to address the demand for more affordable start-up space, including the Retailery in Romford, a co-working space at Rainham Library and the new CEME¹ Launch-Pad at London Riverside, which officially opened in June 2017.

Significant investment is also taking place to facilitate and enable the development of business-led partnerships across our seven town centres. The Council is working closely with the Romford Town Management Partnership (RTMP) to develop a Romford BID (Business Improvement District) proposal and deliver a ballot campaign.

A Hornchurch Town Team has been established and currently holding workshops to develop its own town brand and marketing campaign to encourage a higher footfall in the town, as well as digital connectivity support, to help businesses to market themselves and trade online.

Consumer and business consultation exercises have recently been completed in Elm Park, Upminster, Harold Hill and we await the research results in order to determine specific needs in each area. Collier Row and Rainham consultation exercises have both commenced and will continue until October.

To complement our business support activity, the Development Service is currently working with ICT to deliver town centre Wi-Fi connectivity, starting with Romford, Hornchurch and Upminster during 2017/18, with an aspiration to roll out to all Havering's town centres.

The Council received recognition for its wide range of support to develop the micro and small business community in March 2017 by being Highly Commended for the award of Best All Round Small Business Friendly Borough at the Local London Small Business Friendly Awards.

Links with business rates

There are approximately 6,000 properties in Havering that are liable for National Non-Domestic Rates (NNDR) and the underlying value of these properties are normally re-assessed every 5 years.

¹ Centre for Engineering and Manufacturing Excellence

The 2017 Business Rates revaluation came into effect on 1 April and the majority of Havering businesses have experienced an increase.

In the March 2017 Budget, the Chancellor announced £300m to support those business most adversely affected by the recent revaluation of commercial properties. Havering will receive total funding of £1.69m over a 4 year period as profiled in the table below.

Year	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total Funding £m
Value of funding	£0.989	£0.481	£0.198	£0.028	£1.696

The scheme agreed by the Council for 2017/2018 will provide discretionary business rate relief to up to 1,114 small businesses and up to a maximum amount of £887.79 each. Qualifying properties with a rateable Value of £15,000 to £50,999 and affected by an increase of 2% or more are likely to receive the relief.

Through its town centre management models and business engagement activity, the Development service is playing an active role in helping to support businesses that have been adversely affected by the 2017 revaluation. Those that are identified as experiencing difficulties are sign-posted to available support, given guidance on how to apply for the business rate relief and, in extreme cases, assisted with alternative commercial property options.

Attracting large businesses

There are currently only 20 businesses with more than 250 employees across Havering. This equates to 0.2% of the Havering business profile and is slightly lower than the London figure of 0.4%.

As a result, an increased focus is now being taken to attract large businesses to relocate to the borough and a new Corporate Performance Indicator has been introduced for 2017/18 to reflect this.

The Development Service Plan outlines a number of actions, including developing a clear and ambitious Inward Investment offer for Havering, with a delivery plan for attracting enquiries and conversion.

A delivery plan is now in draft and includes:

- Identifying opportunities for commercial property development within the borough.
- Measures to increase the visibility of Havering and raise awareness of the opportunities available for investment.
- Working more closely with commercial developers and supporting them to attract tenants, including SEGRO, the Greater London Authority's development

partner for regenerating 86 acres of land across east London, including London Riverside.

- Offering a range of incentives, including a single point of contact to liaise with council services such as planning, business support and access to available skills and labour.
- Proactively targeting investors and strengthening relationships with referral agencies.
- Maximising exhibition opportunities, including attendance at MIPIM, the world's largest commercial property exhibition.

Market management and support with diversification

In terms of operational performance, since May 2017, there has been a 3.5% increase in licenced traders (from 70 to 75), 21 additional casual traders (totalling 48 new casual traders this year to date) and 10 new casual catering traders, which has improved the food offer and provided a more varied range. The aim is to continue this upward trend, culminating in a market which feels vibrant and busy, with an improved choice of quality products.

The annual Christmas Lights Switch On will take place in the Market Place on Thursday 16 November 2017 and it is planned that an ice rink will be opened the following week. The market will be temporarily expanded to complement this Christmas offer.

Since April 2017, the following operational changes have been achieved:

- Full Health & Safety checks and process/procedure assessment completed.
- A review of operational procedures was completed resulting in several minor changes. The most significant adjusted market staff working hours to provide better cover and improved trader contact from 6am to 7pm on Market days.
- Following discussion with the Police Counter Terrorism Unit, some additional safety measures have been put in place based on their advice.
- A review of Return on Investment for advertising was completed. This has resulted in more a more targeted and effective approach.
- Trader vehicle movements are now managed by Market Staff allowing safer and coordinated access at peak times.

In terms of diversification, although the physical transformation project, the Market House, became cost prohibitive, it should be stressed that the principle activities of the Romford Market Transformation Programme, as set out in the November 2015 Cabinet Report, remain and alternative proposals are being developed.

The technical studies and consumer research completed as part of the original Programme will continue to be utilised to inform the future proposal.

On 7 August 2017, a proposal was submitted to Historic England to designate Romford as a Heritage Action Zone. If successful, it will enable increased

investment, particularly in the public realm and build the capacity of local people and visitors to understand and engage with local heritage.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications and risks arising from this report.

Legal implications and risks:

There are no legal implications and risks arising from this report.

Human Resources implications and risks:

There are no human resource implications and risks arising from this report.

Equalities implications and risks:

Equality impact assessments are completed at project level, therefore none arising from this report.

BACKGROUND PAPERS

Development Service Plan 2017/18

OVERVIEW AND SCRUTINY BOARD

12 September 2017

Subject Heading:	Sub-Committee and Topic Group - Chairman's updates
SLT Lead:	Daniel Fenwick – Director of Legal & Governance
Report Author and contact details:	Richard Cursons - Democratic Services Officer richard.cursons@onesource.co.uk
Policy context:	The information presented will allow more effective scrutiny of issues
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

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

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

SUMMARY

Overview & Scrutiny Sub-Committee Chairmen will be invited to verbally update members of the Board on details of the current work of the six Overview & Scrutiny Sub-Committees and associated topic groups.

RECOMMENDATIONS

1. The Board to review the information presented and make any appropriate recommendations.

REPORT DETAIL

The report enables Overview & Scrutiny Chairmen to detail the current work of the six Overview & Scrutiny Sub-Committees and the topic groups attached to them.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.