Havering
LONDON BOROUGH

CABINET
14 December 2016

Subject Heading:	***Customer Experience Strategy***
Cabinet Members:	**Cllr Clarence Barrett (Transformation)** **Cllr Melvin Wallace (Customer Services)**
CMT Lead:	**Sarah Homer, Chief Operating Officer**
Report Author and contact details:	***Gill Connolly*** ***gill.connolly@havering.gov.uk*** ***01708 431129***
Policy context:	**A Customer Experience Strategy will be an overarching strategy for the Council supporting the delivery of improvement across services.**
Financial summary:	***When the Customer Experience Strategy is approved an improvement plan will be developed to deliver the changes required. This plan will have financial implications and if above the threshold will come to Cabinet as a Key Decision.***
Is this a Key Decision?	***(c) Significant effect on two or more Wards***
When should this matter be reviewed?	***The Customer Experience performance dashboard that will be developed for the strategy will be included in the Council's performance monitoring framework.***
Reviewing OSC:	**Overview and Scrutiny Board**

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

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

SUMMARY

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

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

RECOMMENDATIONS

That Cabinet approve the Customer Experience Strategy.

1. REPORT DETAIL

1.1 Havering is changing. Over the next 6 years new infrastructure such as Crossrail will arrive, social change such as an increasing population and welfare reform will continue, along with reductions in local government funding that will change the way the Council functions. The Council needs to adapt to these external challenges and create new and improved ways of supporting and delivering services and a new vision for Havering is being developed. There is likely to be increased demand for our services as a result, at a time when Council budgets are diminishing. We must prepare for this rising demand and make sure that we always get things right first time. We need to make sure that our services are efficiently delivered and our processes are streamlined.

1.2 We want a two-way relationship with our customers, to work together to create the best services possible and then deliver what is needed as efficiently as possible. This strategy refers not only to those customers who are our residents, but also, Members, businesses, partners and our internal customers. This strategy is about all our customers, regardless of which service they use and will apply to all our partners, providers, shared services and contracts.

1.3 We want to be proactive about making improvements both with and for our customers. The Council's financial challenges mean that we must continue to drive efficiencies through lower cost channels. We want to provide digital services so good that customers prefer to use them rather than 'switching off' other ways of accessing services to force channel shift, we will encourage customers to change. We also know that when we don't get it right first time we create repeat requests, failure demand and customer frustration. We will work closely with all services to reduce this, creating a better and more cost efficient service. We will also make sure that we signpost people effectively to the right agency or organisation when they are better able to help.

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

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

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

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

1.6 The Council currently has no single source of information about customer contact and this is something we want to change. We do know that between July 2015 and July 2016 there were 1.2 million visits to the website (equating to approximately 5,000 visitors), 391,000 telephone calls, 59,000 online transactions and 100,000 visits to the Public Advice and Services Centre (PASC) and the housing advice centre at Chippenham Road.

1.7 Customers access council services through many routes:

- 10 different websites, in addition to the core council website www.havering.gov.uk.

- 17 published phone numbers for residents to contact the council and three formal contact centres – the council wide team; Adults Social Care Front Door and Early Years/Children's Information Service. Out of hours services could be improved.

- Online forms and at least 10 different email addresses. Emails are then often cut and pasted or manually keyed into other systems so they can be tracked and sometimes to generate an order for work.

- 18 separate social media accounts across Twitter, Facebook, you tube and Instagram.

- 15 main locations for customers to get access to information and services:

- The Public Advice and Services Centre (PASC) in the Liberty Shopping centre in Romford. This location also includes a cash desk.
- Town Hall
- Registrars at Langton's Stable Block
- My Place
- Chippenham Road Housing office at Harold Hill
- 10 Libraries across the borough (limited opening hours)

1.8 There are many ways customers pay fees and charges. The complexity of the current arrangements adds cost to the processing of payments and increases the points of failure that can lead to delays in payments reaching accounts. Current payment performance information cannot be consistently collected. What the Council does know is that there are some 1.8 million transactions per year with the majority through direct debit. We also have a large number of other payments methods in use such as Allpay, cash and cheques (directly and through banks). Some of these payment methods are expensive and some are less secure.

1.9 To create a positive customer experience the Council needs to reduce the complexity of the payment methods and make it clearer how to pay in the most efficient way. This will also ensure that accounts are updated in a timely manner. We will aim to increase Direct Debit and self-service and reduce Council debt.

1.10 The most up to date data shows that 89% of Havering residents have accessed the internet. There is relatively high access to technology with 94% of residents in Greater London having a smart phone and 84% a PC or laptop. Free computers and Wi-Fi is available in libraries too. A recent digital inclusion mapping exercise developed by Go ON UK Digital Exclusion shows that the public in Havering is more digitally inclined compared to other parts of London and the UK. Although this is very encouraging if we are to achieve our aim of ensuring a 'positive customer experience' for all, then we also need to:

- support those who want to develop online skills ('techy teas' in libraries is one such scheme that has been popular) or
- provide access via more traditional channels.

1.11 Once the strategy is approved an improvement plan will be developed. The first phase will concentrate on streamlining transactional activity such as Housing Benefits Change in Circumstances, the green waste renewal process, improvements to blue badge allocation and making applying for a parking permit easier. Longer-term work will focus on reducing demand and supporting people to become more independent. We will track the improvements made so we can feedback to customers.

1.12 We intend to continuously improve our services focusing on:

- How we view and interact with customers including culture change;
- What information and intelligence we have about and from customers;
- How we reconfigure services to achieve a great customer experience;
- How we make the best use of technology to improve the customer experience;
- How we create the environment for customers to apply, report and pay easily;

- How to track progress easily; and
- Supporting the most vulnerable, proportionately and appropriately.

1.13 As well as service improvements we will continue to improve the Council's website and how we digitally connect the customer to services, how we receive payments, how we make sure that customers can track progress, telephony improvements as well as changes to face to face contact. We will also focus on culture change across our workforce.

1.14 Some of the changes that customers might see are outlined in the table below:

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

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

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

REASONS AND OPTIONS

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

Other options considered:

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

IMPLICATIONS AND RISKS

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

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

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

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

BACKGROUND PAPERS

Not applicable

Appendix 1

Equality Impact Assessment (EIA)

Document control

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

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

1. Equality Impact Assessment Checklist

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

About your activity

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

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

2. Equality Impact Assessment

Background/context:
The Customer Experience Strategy will set out a new approach that is aligned to the organisation’s vision, will improve service delivery, will meet changing demand, simplify access to services and create digital service so good that people prefer to use them. **Approach** This initial EIA sets out some of the overarching principles and possible impacts when Cabinet approve the strategy. This EIA will support Members decision-making as part of the Cabinet sign-off process. In the future, when there are major service changes require to implement the strategy further, more specific EIAs will be produced. We want a two-way relationship with our customers, to work together to create the best services possible and then deliver what is needed as efficiently as possible. 1.4 We will aim to create a positive customer experience. We want customers to: • be able to access the right information to help themselves; • be able to access the right service at the right time; • see services improve as a result of their feedback; • have digital services so good that they prefer to use them; and • be confident that payments are safe and reliable. 1.5 Design principles are the framework for future service improvement. The Customer Experience Strategy states that the Council must work with customers to create: • An understanding of our customers – their needs, experiences and preferences both now and into the future; • Easy access to transparent information, advice and guidance and a proactive approach to using information; • Continuously improving services; • A trusting relationship; • Less bureaucracy; • An environment where you tell us only once; • An ongoing safe secure payment process which meets industry standards; and • Reduce debt by increasing online and direct debit payments and encouraging advance payments Existing customer intelligence will be used to create delivery ‘success measures’ so that progress can be monitored.

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

Evidence:

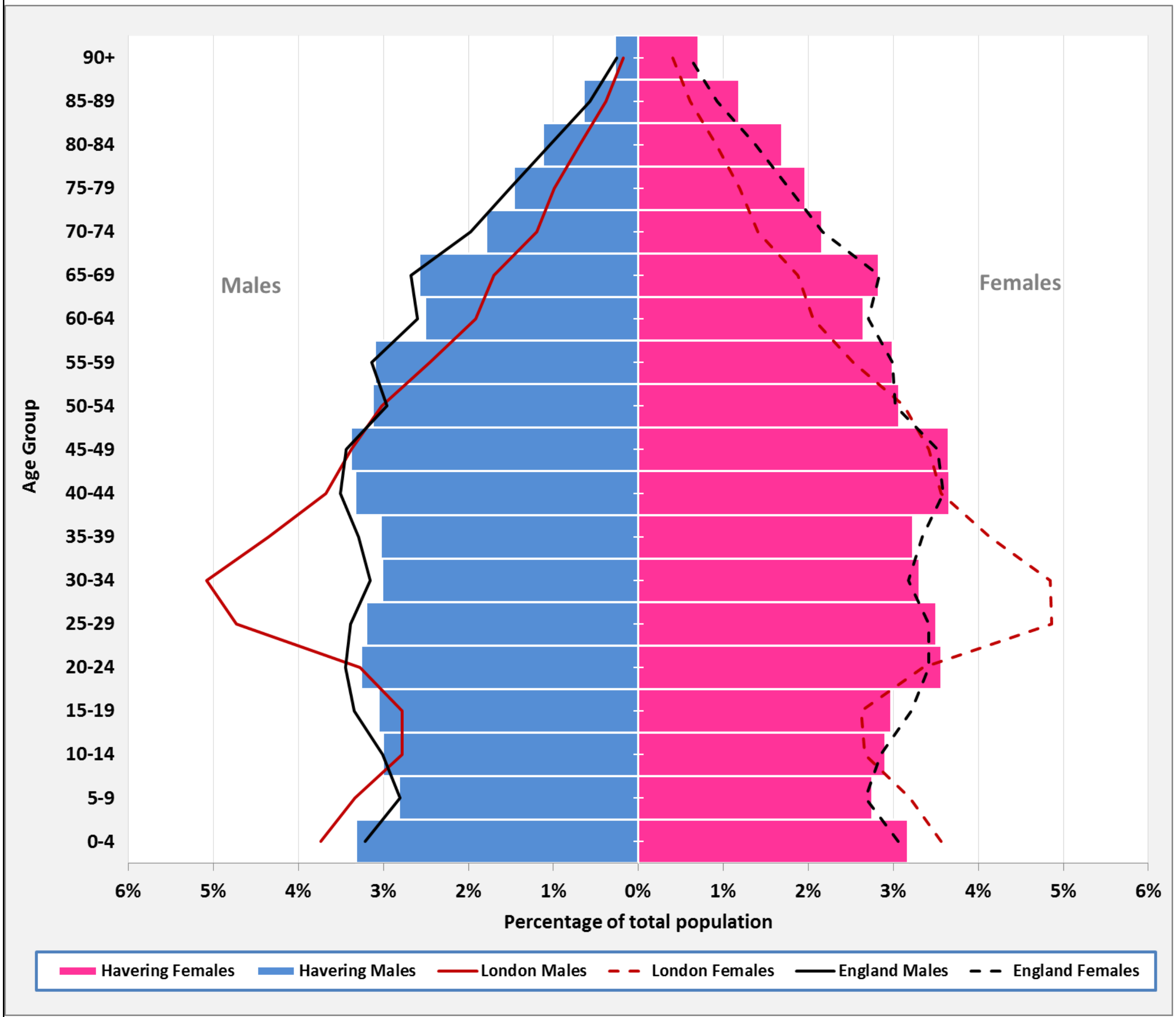
Havering has the oldest population in London with a median age of 40 years, as recorded in the 2011 census. The table below shows the breakdown of current (mid-2015) population by gender and five-year age bands and the population pyramid compares the population figures for Havering with London and England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

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

AGE BAND (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

Population Pyramid for Havering 2015



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

Sources used: Mid-year population estimates 2015; Office for National Statistics (ONS). Table and population pyramid produced by LBH Public Health Intelligence. Source: Mid-year population estimates, Office for National Statistics licensed under the Open Government Licence v.3.0.

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
Please tick (✓) the relevant box:		**Overall impact:** The customer experience strategy proposals will improve the quality of the website, phone and face to face service provision for residents with disabilities. Recent studies by 'Dot Everyone' does suggest that people living with disabilities or long term illness are at higher risk of digital exclusion both by increasing the risk of being offline and lacking the basic digital skills. This risk will be mitigated by the digital inclusion project. Future work on the location of face to face services will need to ensure that any locations are accessible.
Positive		
Neutral	✓	
Negative		
Evidence: According to the latest ONS Annual Population Survey (Jan 2014-Dec 2014), 18% of working age people living in Havering have disclosed that they have a disability or long term illness. This is a similar proportion to England (19%). Health data shows the percentage of the adult population who have a long-term illness or disability. Illness and disability contribute significantly to the likelihood of an individual being offline and lacking Basic Digital Skills. Source: Disability and self-reported health, Census 2011, Office for National Statistics. The estimated number of people in Havering aged 18-64 living with moderate physical disabilities was 11,459 in 2014 –a rate of 7,788 per 100,000 population aged 18-64 years. This rate is one of the highest among London local authorities. It is statistically similar to England but significantly higher than the London average. Furthermore, 3,380 adults (aged 18-64 years) were estimated to be living with serious physical disabilities in Havering in 2014. The estimated rate of serious physical disabilities in Havering (2,297per 100,000 population aged 18-64 years) is similar to England but significantly higher than London average and one of the highest rates of London local authorities. About 809 adults (aged 18-64 years) are estimated to be living with moderate or severe learning disabilities in Havering in 2014 and hence likely to be in receipt of health and social care services. The 2014 estimated rate of moderate or severe learning disabilities in Havering (334 per 100,000 persons aged 18-64 years) is significantly lower than London but similar to England. Havering is estimated to have the lowest rate of moderate		

or severe learning disabilities among London local authorities.

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

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

Ward data

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

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

Sources used:

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

Sex/gender: Consider both men and women

Please tick (✓) the relevant box:		**Overall impact:**
Positive	✓	The proposals to improve the quality of access by online, phone and face to face will benefit residents irrespective of their gender. Whilst there are more females than males in Havering, it is not thought sex is a key consideration for the Customer Experience Strategy; proposals are unlikely to have an adverse impact on males or females.
Neutral		
Negative		

Evidence:

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

<u>Total population by gender</u>

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

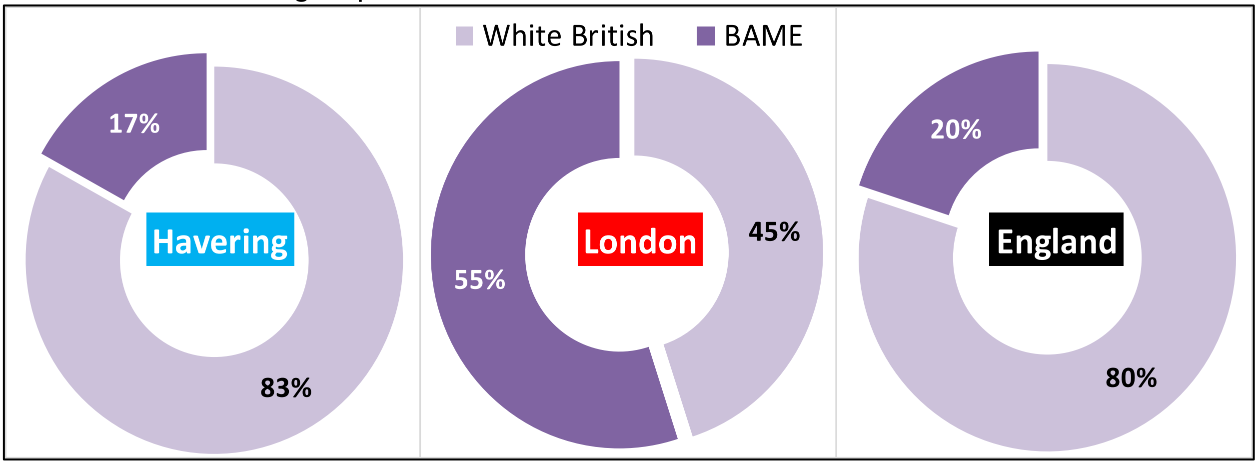
Sources used:

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

<table>
<tr><td colspan="3">Ethnicity/race: Consider the impact on different ethnic groups and nationalities</td></tr>
<tr><td colspan="2">Please tick (✓) the relevant box:</td><td rowspan="4">Overall impact:

Whilst Havering is more ethnically homogenous than other London borough’s and England as a whole, there is an upwards trajectory, with the borough projected to become increasingly ethnically diverse in the future. This diversity creates cultural differences and so the Council needs to be mindful about future service change that might impact either positively or negatively. It is likely that the proposals to improve the quality of access by online, phone and face to face will benefit residents irrespective of their cultural heritage but any significant service change will require a more detailed Equality Impact Assessment at the appropriate time.

One further consideration may also be language, which will also need to be considered when making recommendations around channel shift.</td></tr>
<tr><td>Positive</td><td></td></tr>
<tr><td>Neutral</td><td>✓</td></tr>
<tr><td>Negative</td><td></td></tr>
<tr><td colspan="3">Evidence:

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


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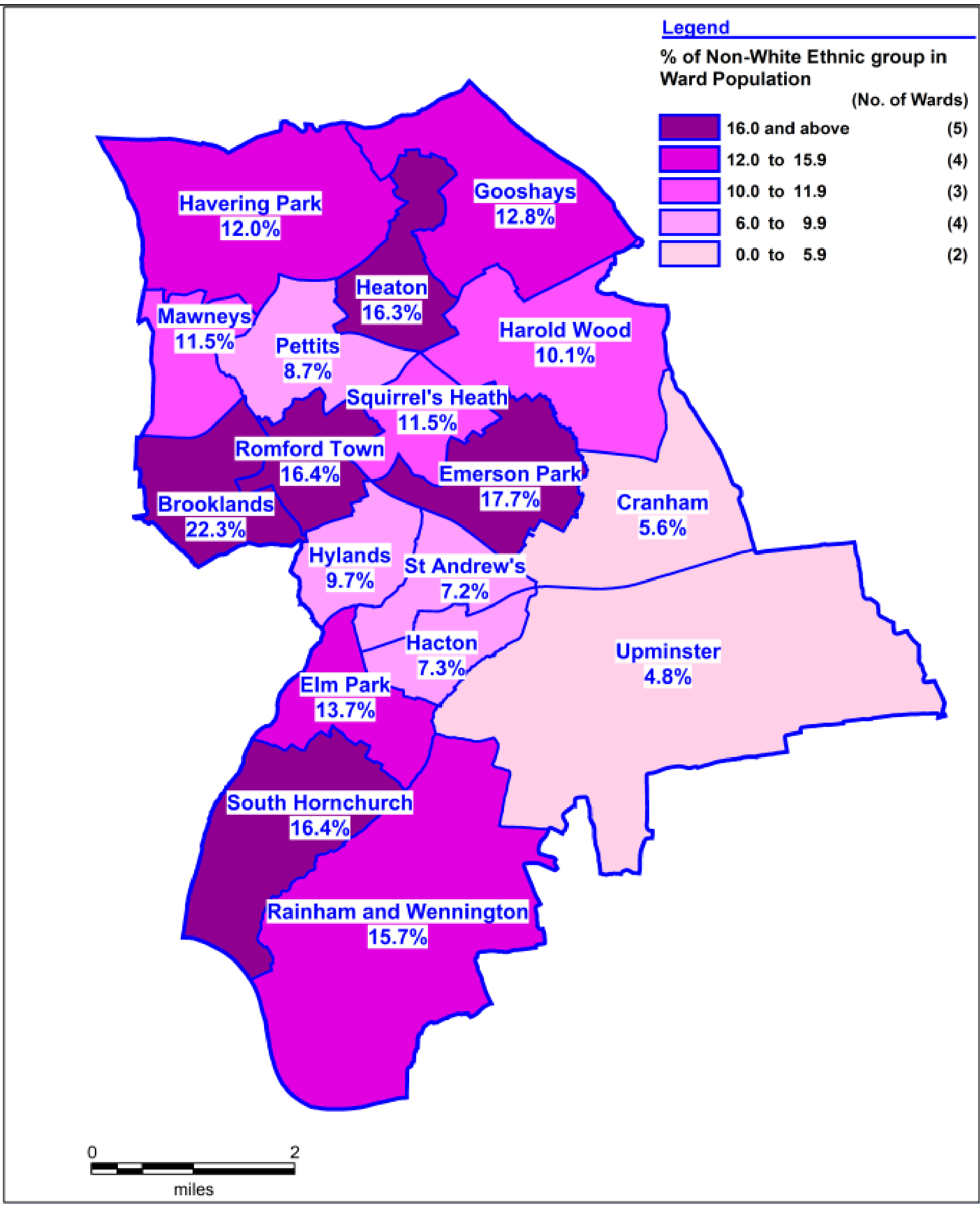

The GLA produce estimates of population change by ethnicity. The white population is projected to decrease from 85% (in 2015) to 79% (in 2030) of the population. It is projected that the Black, Asian and Minority Ethnic population (BAME) will increase from 15% in 2015 to 21% in 3030.

Breakdown of Havering population classed as BAME

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

Sources used:

Census, 2011, ONS

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

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

Evidence:

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

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

Sources used:

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

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

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:		**Overall impact:** Whilst there is no data on the Gender Reassignment of residents and service users, it is not envisaged that the proposals will have a disproportionate impact on this group.
Positive		
Neutral	✓	
Negative		
Evidence: There is no sufficient information on Gender Reassignment at national or local level and there is no service data available.		
Sources used: N/A		

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

Negative		group.

Evidence:

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

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

Sources used:

Census, 2011, ONS

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
Please tick (✓) the relevant box:		**Overall impact:** Whilst there is no data on Pregnancy, maternity and paternity of residents and service users, it is not envisaged that the proposals will have a disproportionate impact on this group.
Positive		
Neutral	✓	
Negative		

Evidence:

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

Sources used:
N/A

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

Evidence:

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

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

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

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

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

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

Sources used:

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

1.1 Additional support for residents

There is a loop system in the PASC interview room 1 and 2, one at reception and then 2 further around the PASC for those with hearing difficulties.
The Text relay service (http://consumers.ofcom.org.uk/disability/text-relay-guide) can be used for telephone calls which should be on every letter and every e-mail signature but it doesn't appear to be promoted on the council's home page any more.

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

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

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment. Although determined as 'neutral' the Council will incorporate digital inclusion activity into the overall programme that will be developed to deliver the strategy.

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

Review

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