



VALUE OVERVIEW & SCRUTINY COMMITTEE AGENDA

7.30 pm

Thursday
11 October 2012

Town Hall, Main Road,
Romford

Members 6: Quorum 3

COUNCILLORS:

Robby Misir (Chairman)
Ted Eden
Billy Taylor
Damian White

Ray Morgon (Vice-Chair)
Ron Ower

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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 PECUNIARY INTERESTS

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

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

4 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meeting held on 12 July & 31 July 2012 and authorise the Chairman to sign them.

5 PRESENTATION ON THE WORK OF THE LOCAL GOVERNMENT OMBUDSMAN

Oral Presentation by officers

6 CORPORATE PERFORMANCE REPORT 2011/12 - QUARTER 1 (Pages 9 - 28)

Report Attached

7 HAVERING STRATEGIC PARTNERSHIP (Pages 29 - 32)

Update report on the Havering Strategic Partnership Annual Conference 2012 to the Committee

8 URGENT BUSINESS

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

**Ian Buckmaster
Committee Administration &
Member Support Manager**

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**MINUTES OF A MEETING OF THE
VALUE OVERVIEW & SCRUTINY COMMITTEE
Town Hall, Main Road, Romford
12 July 2012 (7.30 - 8.50 pm)**

Present:

Councillors Robby Misir (Chairman), Ray Morgon (Vice-Chair) and Damian White

Apologies for absence were received from Councillor Ted Eden, Councillor Ron Ower and Councillor Billy Taylor

6 MINUTES

The minutes of the meeting of the Committee held on 29 May 2012 were agreed as a correct record and signed by the Chairman.

7 PRESENTATION FROM DEVELOPMENT AND BUILDING CONTROL ON SECTION 106

At the request of the Committee, the Head of Development & Building Control provided an overview on Section 106.

Section 106 (S106) of the Town and Country Planning Act 1990 allowed a local planning authority to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. The obligation was termed a Section 106 Agreement.

Planning Officers negotiated and agreed what obligations were appropriate for each development.

The following key points were outlined to the Committee:

Obligations included in a S106 were of a financial nature such as contributions for education purposes, highway works, parks or public art. Non-financial obligations could include the provision of affordable housing and restrictions on the issuing of residents' car parking permits.

The Financial Obligations were calculated as part of the planning application process whereby the planning officer consults with all relevant services. Each service would respond to the planning officer with comments on the application, and if appropriate, the level of S106 contribution required. The level of the contribution must be in accordance with the Council's current policies.

As part of the process, the service must be in a position to justify the amount required and produce a breakdown of how the contribution had been calculated and for what purpose it was required.

When S106 Agreements were negotiated, agreement would be reached as to the period of time the Council had to spend the contribution, once it had been received. A typical time period for many contributions was seven years from the date of payment, however this time period must be reasonable and was negotiated on an individual basis.

Sometimes it would be reasonable for the developer to request that the Council spend the contribution sooner. The agreement would stipulate exactly what the contribution must be spent on, such as a developer paying £25,000 for Highways to build a pedestrian crossing in a specified location within 2 years.

Monitoring of the S106 Agreement entailed that once the agreement had been completed, the details of the agreement were placed on the S106 Monitoring Schedule where all relevant services had access to the details of the agreement.

The Corporate S106 Liaison Group met every 6 weeks and all relevant services were invited to attend. The Monitoring Schedule was regularly updated by Planning and Finance to include S106 contribution payments received and spent. The details of S106 agreements being monitored were reported to the Monitoring Committee every quarter.

The responsibility to ensure that contributions were spent within time and on the specified purpose remains with each service. Planning, Legal and Finance provided a supportive role to services via the Corporate S106 Liaison group and maintained the S106 Monitoring Schedule regularly.

If the Council did not spend the money on the specified purpose or within the time frame outlined in the S106 agreement the developer could request that the contribution (including interest) be returned to them.

The Council could also approach the developer and request that a further agreement be signed (Deed of Variation) varying the terms of the original S106 to allow the Council more time to spend the contribution – this was entirely at the discretion of the developer and the Council could not assume that the developer would agree to this.

The Committee **noted** the presentation.

8 PRESENTATION FROM STREETCARE ON POTHOLES

At the request of the Committee, – the Streetcare Co-ordinator for Highways provided an overview on how potholes are repaired.

The Committee was informed that the service, in its capacity as the Highway Authority, had a statutory duty under the Highways Act 1980 s41 to maintain the public highway. In this respect, part of the duty to maintain included inspection.

Ad hoc reports of defects from members of the public, Council Members, other Council Officers, the Police and others may need to be inspected to determine precisely what action was required. These were usually received via the council's CRM system, letters, phone calls, emails etc.

The service had an inspection regime that entailed periodic inspection of between one and six months. An intervention level that required safety work being undertaken detailed that any potholes in excess of 40 millimetres in depth would require the raising of an order. In the case of footway defects, the measurement was 25 millimetres.

As a works order had to be raised for any repairs carried out on the public highway it was important to take an accurate measurement of any works to be undertaken. This information should include: the type of material the repair was in e.g. blacktop, concrete, slabs, kerbs etc. and the accurate measurement of the repair required.

Section 58 of the Act dealing with inspection was strictly followed by the service and had been the Council's defence when claims were made against it. The Committee noted that the council defended all claims and had a very good record of success as the service was always able to produce a five year history on a particular road. This had been commended by Zurich Insurance.

Currently the in house DSO had a contract to undertake all repair works. The DSO was noted as quick at responding and being good value for reactive action.

The Committee was taken through the process of reporting a pothole, its being recorded on the CRM system, passed to the work queue of the relevant Area Liaison Officer and, after inspection, an order being raised.

The Committee was advised that Area Liaison Officers were required to inspect at least 10% of completed work.

The Streetcare Co-ordinator, Highways attributed many of the recent pothole defects in the borough to the last two bad winters.

The Committee **noted** the presentation.

9 COMMITTEE'S WORK PROGRAMME

The Committee considered a draft initial work programme report for the five remaining meetings during the municipal year. This had been drawn up by officers following initial discussions with the Chairman and Vice-Chairman.

The work programme consisted of both the work plan for the Committee as a whole and also invited Members to consider the subject of any topic group run under the Committee's auspices.

Members discussed the issue of performance indicators reported to Councillors and were of the opinion that additional indicators would assist Members.

They therefore requested that the following are included on the PIs that the Committee receives periodically:

- CRM records on Pothole repairs
- Council Tax collection (Breakdown of collection figures/outstanding arrears)

The Committee were considering surveying all Councillors on what performance information they would like to receive.

The Committee **agreed** its work programme for the 2012/13 municipal year as suggested.

Chairman

Public Document Pack

MINUTES OF A MEETING OF THE VALUE OVERVIEW & SCRUTINY COMMITTEE Committee Room 2 - Town Hall 31 July 2012 (7.30 - 8.30 pm)

Present:

Councillors Robby Misir (Chairman), Ted Eden, Billy Taylor, Damian White, Clarence Barrett and Linda Hawthorn

Apologies for absence were received from Councillor Ray Morgon and Councillor Ron Ower

Substitute Members: Councillors Clarence Barrett (for Ray Morgon) and Linda Hawthorn (for Ron Ower).

Councillor Roger Ramsey was present for part of the meeting. Also present for the call-in item was Councillor Keith Darvill.

+ Councillor Taylor was present for part of the meeting.

10 LOCALISATION OF COUNCIL TAX SUPPORT - - REQUISITION OF EXECUTIVE DECISION

In accordance with paragraph 17 of the Overview & Scrutiny Committee Rules, a requisition signed by two Members representing more than one Group (Councillors Keith Darvill and Clarence Barrett) had called in the decision of the Cabinet Member dated 11 July 2012 concerning the localisation of Council Tax support.

The report that Cabinet considered outlined eight options from which a local Council Tax Support Scheme could be developed.

A key issue for the Council would be to develop and deliver a local scheme where the Government grant allocation had been reduced by 10% (£1.9 million).

Cabinet was asked to consider and be aware of the implications and risks associated with all eight options and also the risks generally associated with a local scheme as defined in the report.

The Cabinet Member for Value had made the following decisions:

1. That Cabinet note the financial pressure of a £1.9m reduction in government grant for council tax support in 2013/14.

2. That Cabinet authorise consultation with the Greater London Authority on the Options with the preferred option being Option 8.

The report submitted to Cabinet stated that Option 8 was the officers' recommendation for short listing for consultation with the GLA as it combined elements which proposed minimal impacts on working age claimants and taxpayers with only one home. It was also reasonable to expect working adults residing with the claimant to make a contribution to the council tax through an increased non dependent deduction.

Option 8 combined a restriction in benefit to a weekly Band D charge, increasing non dependent deductions and reducing certain exemptions to zero per cent. This option had a projected saving of £1.8 million.

The report added that in order to present the GLA with the principles behind a true range of variable options, it was recommended that Options 3, 7 and 8 should be taken forward to the formal consultation process.

The reasons for the call in were detailed as follows:

- 1 To provide the Value Overview and Scrutiny Committee with the opportunity to consider in detail the options for the Havering Local Scheme before the preferred options are the subject of consultation with the Greater London Authority.
- 2 To consider whether there are alternative options that should be considered by Council members.

Councillor Darvill raised the following issues at the meeting:

- That call-in provided the opportunity to review the report particularly as it was to be considered by a precepting authority.
- That the decision of Cabinet would have a wide impact on the general public.
- That it would be useful for the relevant overview and scrutiny committee to be involved in this decision
- Clarification was sought on exceptions and second home owners in the borough.
- Clarification was also sought on the impact on vulnerable people and how these groups would be assessed.
- That he was concerned about vulnerable people that the reduction in benefit would affect.

Councillor Darvill stated that he was aware that some authorities were setting up a hardship fund to assist such groups.

Councillor Barrett stated that he had three areas of enquiry:

- He was of the opinion that it would have been useful to have an overview and scrutiny presence in the decision-making timetable in order to review the result of the consultation before it is considered by Cabinet.
- Clarification was also sought on the process of submission to the GLA of the council's preferred option and that the preferred option would be consulted on.
- In respect of Option 8, clarification was sought on the number of empty properties in the borough over the last two years.

The Committee noted the following responses by officers to the points made by Members:

- That the decision on which option to be taken forward would need to be approved by Full Council by the end of January 2013.
- There was no clear indication on the level of grant available to help administer the scheme at this stage.
- That information on the consultation would be available on-line, via Focus groups and in newspapers including the Council's Living magazine.

During the discussion, the Group Director for Finance and Commerce agreed to send a briefing note to all Members, with a draft consultation paper, in order to inform Members of the impending consultation.

Following this, the matter was put to a vote.

The Committee voted not to uphold the requisition by 4 votes to 2. Councillors Hawthorn and Barrett voting to uphold the requisition Councillors Misir, Eden, Taylor and White voting not to uphold the requisition.

Chairman

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VALUE OVERVIEW & SCRUTINY COMMITTEE

REPORT

11/10/2012

Subject Heading:

Corporate Performance Report 2012/13 –
Quarter 1

CMT Lead:

Cynthia Griffin, Group Director, Culture &
Community

Report Author and contact details:

Kayleigh Pardoe, Corporate Performance
and Projects Officer, Corporate Policy and
Partnerships Team

Tel: 01708 432080

Policy context:

Living Ambitions Goals

SUMMARY

In 2012/13 all of the Council's Corporate Performance Indicators will be reported to Value Overview and Scrutiny Committee. This report sets out the performance of the Council's Corporate Performance Indicators for the first quarter (April-June) of 2012 against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

RECOMMENDATIONS

That Value O&S note the contents of the report.

REPORT DETAIL

Following the abolition of the national performance framework at the end of 2010, and the requirement for local authorities to report on a statutory set of National Indicators, the Council undertook a comprehensive review of all indicators and, in consultation with Services, rationalised the number that will continue to be collected locally.

The list of performance indicators was reviewed again for 2012/13 and the revised list approved by CMT and Cabinet. The list includes 68 Corporate Performance Indicators, 39 of which are measured quarterly and reported to CMT, Cabinet and Value Overview and Scrutiny Committee and the remaining indicators are collected and reported on an annual or bi-annual basis only.

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating is:

- Red = more than 5% off the Quarter Target
- Amber = up to 5% off the Quarter Target
- Green = on or above the Quarter Target

Where performance is more than 5% off the Quarter Target and the RAG rating is 'red', a 'Corrective Action' box has been included in the report. This highlights what action the Council is taking to address poor performance where appropriate.

Also included for indicators measured quarterly is a Direction of Travel (DoT) column which compares performance in Quarter 1 2012/13 with performance in Quarter 1 2011/12. A green arrow symbol (↑) signifies performance is better than Quarter 1 2011/12, a black arrow symbol (→) signifies performance is the same as Quarter 1 2011/12 and a red arrow symbol (↓) signifies performance is worse than Quarter 1 2011/12.

Of the 39 indicators measured quarterly, 37 have been given a RAG status in Quarter 1. For one indicator a RAG status is not applicable and for the other indicator the information is not yet available. In summary 26 indicators (70%) are rated as 'green' and 11 indicators (30%) are rated as 'amber' (1 indicator) or 'red' (10 indicators).

Summary of indicators rated as 'red'

Towns and Communities

Indicator	Quarter 1 Target	Quarter 1 Performance	DOT
Processing of major applications within 13 weeks (%) (ex NI157a)	60%	45%	↓
There was a rush of applications earlier in the year, seeking to be approved before the Mayor's new CIL came into affect. The performance in the first quarter of this year reflects the fact that the planning service are still catching up with the backlog this caused.			
% of rent arrears against rent debit (H5)	2%	2.4%	→
The economic climate has had an impact on performance for this indicator. To address performance issues, Homes in Havering (HiH) are producing a 52 weeks projection of arrears and debits to identify previous trends. As well as this, new reports will be developed to give details of potential weaknesses in the way arrears are collected.			

Individuals

Indicator	Quarter 1 Target	Quarter 1 Performance	DOT
% of placements lasting at least 2 years (CY2)	75%	57.40%	↓
The % of placements lasting at least 2 years is a measure of the stability of placements for looked after children. The performance in this area is not considered good enough, particularly in the area of teenagers where foster care placements can tend to break down. A review of this area has been undertaken. This has resulted in increased work to recruit foster carers and also different procedures which offer greater support to the foster care placements when they come under pressure. This is an area that is being prioritised for improvement within children's services.			
Overall number of delayed transfers of care from hospital per 100,000 population (this includes delays attributable to health partners) (ex NI131/2C (i))	7	15	↓
Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000 (ex NI131/2C (ii))	3	4.5	↑
These indicators are in relation to hospital discharges. The first indicator is an overall partnership indicator that measures the total number of delayed discharges across the system including in the hospital itself which is still higher than it should be and is not yet showing improvement. The second is the delayed discharges for which Havering is responsible. This is reducing due to work being undertaken within social care and the number of delays are lower than last year. The indicator shows as red despite the reductions because a tougher target has been set indicating Havering's intentions to continue to improve its services in this area. The Council continues to work with health partners and with the other local authorities who are served by BHRUT to improve systems and processes to improve care in the community in order			

Indicator	Quarter 1 Target	Quarter 1 Performance	DOT
to prevent unnecessary hospital admissions, particularly of older people.			
Direct payments as a proportion of self-directed support (%) (ex NI130/1C (ii))	15%	12.1%	↑
A more stretching target has been set for this indicator than last year in order to continue to increase the amount of self determination and choice for social care clients. Performance is already higher than last year, but has not yet met the new stretch target			

Value

Indicator	Quarter 1 Target	Quarter 1 Performance	DOT
Speed of processing changes in circumstances of HB/CTB claimants (days) (LAPS indicator) (CS4)	12 days	22.70 days	↓
Speed of processing new HB/CTB claims (days) (NEW) (LAPS indicator) (CS3)	19 days	31.78 days	↓
The indicators relating the Housing Benefit and Council Tax Benefit are recession related. There has been an increase in the numbers of people claiming housing and council tax benefit and needing to be assessed for those benefits because of changes in their circumstances. This increase has put substantial pressure on the staff processing these claims and some additional resources have been brought in to clear a backlog that has developed. Given the upturn in demand/activity it is anticipated that, despite the additional resources, performance will not substantially improve during quarter 2. A review of overall demand is being undertaken as this upturn has knock- on effects on the customer services function while it is continuing to implement the new customer services processes.			
% of Member/MP enquiries completed within 10 days (CS10)	90%	83.15%	↓
% of corporate complaints completed within 10 days	90%	73.91%	↑
A large proportion of Member/MP enquiries and corporate complaints are related to Housing as a result of the benefit reforms, rather than an enquiry about the service. To address performance, complaint owners will be reminded to respond to enquiries within the required timescales. Additional resources will also be put in place in those services where the number of enquiries has increased.			

The full Corporate Performance Report 2012/13- Quarter 1 is included as **Appendix 1**.

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. 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.

Legal implications and risks:

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

Human Resources implications and risks:

There are no HR implications or risks.

Equalities implications and risks:

The following Indicators potentially have equality and social implications if performance does not improve:

- (CY2)- % of placements lasting at least 2 years
- ((ex) NI131/2C (i))- Overall number of delayed transfers of care from hospital per 100,000 population
- (CS4)- Speed of processing changes in circumstances of HB/CTB claimants
- (CS3)- Speed of processing new HB/CTB claims
- (CS10)- % of Member/MP enquiries completed within 10 days and (CS7)- % of corporate complaints completed within 10 days (as a large proportion of enquiries relate to benefit reforms)

The commentary for each indicator provides further detail on steps that will be taken to improve performance.

BACKGROUND PAPERS

Appendix 1: Corporate Performance Report 2012/13 – Quarter 1

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Appendix 1: Corporate Performance Report 2012/13 – Quarter 1

Key

Direction of Travel (DoT)		RAG Rating	
↑	Performance is better than Q1 2011/12	Red	More than of 5% off the Quarter Target
↓	Performance is worse than Q1 2011/12	Amber	Up to 5% off the Quarter Target
→	Performance is the same as Q1 2011/12	Green	On or within the Quarter Target
Corporate Plan Performance Indicator			

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
(ex) NI192	% of household waste sent for reuse, recycling and composting (LAPS indicator)	Bigger is Better	36%	36%	36%	34%	↑	Performance is better than target for this indicator, and better than Quarter 1 2011/12.	Streetcare
SC18	Total number of fly tip incidents	Smaller is Better	2,704	827	797	801	↑	This indicator fluctuates due to seasonal variance - in the summer when the weather is brighter more people clear out homes and garages. Performance has improved compared to this time last year.	Streetcare
CSP2	The number of anti-social behaviour crimes reported (NEW)	Smaller is Better	5,970	1,492	1,358	1,721	↑	Poor weather during the summer months may have contributed towards the figure for this indicator, as good weather does tend to correlate with an increase in incidents reported. Incidents that have taken place in Romford town centre are the main contributor to these figures.	Legal and Democratic Services
SC11	% of missed collections put right within target	Bigger is Better	93%	93%	96%	92%	↑	There has been an improvement in the response rate to missed collections. This is a result of reorganisation and rescheduling by the Council's contractor.	Streetcare
(ex) NI185/R8	Greenhouse gas emissions from Local Authority estate and operations	Smaller is Better	29,940 tonnes (2011/12)	Annual	25,700 tonnes (2011/12)	30,242 tonnes (2010/11)	↑	The figures for this indicator become available every July and have therefore been included in the Quarter 1 report. The vacation of Scimitar House and the Transport Depot contributed towards achieving this target, as well as the energy efficiency initiatives undertaken throughout the year.	Customer Services
CSP1	The number of residential	Smaller	1,909	477	471	409	↓	Poor weather during the summer months may have	Legal and

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
	burglaries reported (NEW)	is Better						contributed towards the figure for this indicator, as good weather does tend to correlate with an increase in crimes reported. Although performance is worse than Quarter 1 2011/12, the outturn is better than target.	Democratic Services
(ex) NI191	Residual household waste (kg) per household (LAPS indicator)	Smaller is Better	645kg	174kg	171kg	125kg	NA	Performance is still better than target for this indicator. Data for Quarter 1 2011/12 is not for the full period, therefore no DoT has been provided.	Streetcare
(ex) NI195d	% of fly posting	Smaller is Better	1%	Bi-annual	NA	Bi-annual	NA	This is a bi-annual indicator and will be reported in Quarter 2. It has been included for information purposes only.	Streetcare
SC13	Casualty reductions - killed and seriously injured in Road Traffic Accidents	Smaller is Better	65	Annual	NA	NA	NA	This is an annual indicator. It has been included for information purposes only.	Streetcare
CI12	% of residents who feel local streets are clean and tidy (NEW)	Bigger is Better	74%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Corporate

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Learning - to champion education and learning for all

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
LA5	% of 3 and 4 year olds who have access to an early education entitlement place if their parents wish <i>(Whilst this refers to access to places, it is actually measured on take up of places. The wording has remained the same because this is how it is reported to the Department for Education)</i>	Bigger is Better	90%	90%	86% (2011/12)	82%	↑	This indicator is measured by academic year which runs from August to July. The figure provided is therefore the end of year outturn. Whilst take-up of free Early Education Entitlement is encouraged, there will always be some parents/carers that will make their own separate arrangements for childcare. Across the borough as a whole, Havering does have sufficient places for all 3 and 4 year olds. Therefore this indicator has been given a RAG status of 'green'.	Learning and Achievement
LA6	% of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	Bigger is Better	73%	73%	74.8%	64%	↑	Performance is better than target for this indicator and performance has improved when compared to Quarter 1 2011/12.	Learning and Achievement
LA1	Number of apprentices	Bigger is	460	230	320	296	↑	The indicator is reported by academic year (August to	Learning and

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
	recruited in the borough	Better		(Q2)	(Q2)			July) and this is the figure for the second quarter 2011/12. The target of 460 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough.	Achievement
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	5.1%	5.3%	4.7%	5.3%	↑	Performance is better than target for this indicator. Various initiatives have contributed towards achieving the target, such as the locally established Apprenticeship Task Force to focus on promoting the benefits of the Apprenticeship programme and to maximise employment opportunities.	Learning and Achievement
LA10	KS4 - number of schools below the floor standard where fewer than 35% of pupils achieve A*-C grades in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	Annual	0 (2011/12) (provisional)	0 (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
LA9	KS2 - number of schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	Annual	1 (2011/12) (provisional)	0 (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
(ex) NI075	KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English	Bigger is Better	68%	Annual	61.1% (2011/12) (provisional)	64.2% (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included, but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
LA8	% of children with a good level of achievement in Early Years Foundation Stage	Bigger is Better	Not yet set	Annual	60% (2011/12) (provisional)	58.6% (2010/11)	NA	This is an annual indicator, reported by academic year. No target has been set as the Service is awaiting the outcome of Government report because this measure is changing. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
LA25	People of working-age	Bigger is	63.6%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for	Learning and

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
	qualified to at least level 2 (% of working age population) (NEW)	Better						information purposes only.	Achievement
(ex) NI089	Minimise number of schools judged as requiring special measures	Smaller is Better	0	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Learning and Achievement

Towns and Communities - to provide economic, social and cultural opportunities in thriving towns and villages

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
Page 18 (ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	60%	45%	78%	↓	<p>A number of applications processed outside the 13 weeks period were those that were prioritised for decision within Quarter 4 of 2011/12, prior to the introduction of the Mayoral Community Infrastructure Levy (CIL) on 1st April 2012.</p> <p>Whilst the figure for Quarter 1 is worse than target and Quarter 1 2011/12, performance has improved since Quarter 4 2011/12, when the figure was 26%.</p> <p>Corrective Action</p> <p>The determination of applications should return to normal patterns later in 2012/13 following the one-off effect of Mayoral CIL's introduction on decision timeframes. Therefore no corrective action is required</p>	Development and Building Control
H5	% of rent arrears against rent debit	Smaller is Better	2%	2%	2.4%	2.4%	→	<p>Performance is worse than target this quarter but is the same as Quarter 1 2011/12. The economic climate has had an impact on performance for this indicator.</p> <p>Corrective Action</p> <p>To address performance issues, Homes in Havering (HiH) are producing a 52 weeks projection of arrears and debits to identify previous trends. As well as this, new reports will be developed to give details of potential weaknesses in the way arrears are collected.</p>	Housing and Public Protection
CS11	% of NNDR collected (LAPS indicator)	Bigger is Better	98%	32.32%	31.88%	36.03%	↓	<p>Performance is marginally worse than target and is worse than this time last year. This is because during Quarter 1 2011/12, the Council collected Business Rates for all Council properties. In 2012/13, this will take place</p>	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
								in Quarter 2. Therefore performance should be in line with last year's figure in the Quarter 2 report.	
(ex) NI158	% of decent council homes	Bigger is Better	58.4%	35.5%	34.6%	38.52%	NA	The figures do not accurately reflect performance this quarter because all properties expected to become non-decent during 2012/13 have been included in the Quarter 1 figure. This is because Keystone, the system Homes in Havering (HiH) use to record this data cannot break this down by month. Therefore no DoT has been provided. However, the service is confident that the year end target of 58.4% will be achieved, therefore this indicator has been given a RAG status of 'green'.	Housing and Public Protection
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	600	150	177	211	↓	In addition to ongoing in-house business support for new and existing businesses, a number of events were held this quarter. A Leaders Network meeting in June offered financial and business structure advice for businesses from local banks and a 'Women in Business' event provided peer support and networking opportunities. A number of Havering Business Awards workshops were also held, which provided advice on how to complete award applications for the event, which will be held in October 2012.	Regeneration
(ex) NI157b	Processing of minor applications within 8 weeks (%) (LAPS indicator)	Bigger is Better	65%	65%	71%	79%	↓	Although worse than Quarter 1 2011/12, performance is better than target this quarter.	Development and Building Control
(ex) NI157c	Processing of other applications within 8 weeks (%) (LAPS indicator)	Bigger is Better	80%	80%	89%	92%	↓	Although performance is worse than Quarter 1 2011/12, we remain better than target for this indicator.	Development and Building Control
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	24%	29%	↑	The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed.	Development and Building Control
CL2	Number of library visits (physical)	Bigger is Better	1,520,000	380,000	407,154	391,093	↑	Performance is better than target this quarter and better than Quarter 1 2011/12.	Culture and Leisure
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£250,000	£925,000	£690,215	↑	This quarter, a bid for £900,000 external funding from the Outer London Fund for public realm works in Rainham was successful; therefore performance is significantly better than target this quarter.	Regeneration
(ex)	Number of affordable	Bigger is	250	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for	Housing and

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
NI155	homes delivered (gross)	Better						information purposes only.	Public Protection
CL14	% of residents who feel their local park is clean and tidy (Spring Clean Survey)	Bigger is Better	73%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Culture and Leisure
CI9	% of residents satisfied with the area as a place to live (YCYS survey)	Bigger is Better	77%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Corporate
CI10	% of residents who feel that they get on well together in their neighbourhood (YCYS survey)	Bigger is Better	72%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Corporate
CL15	% of residents satisfied with library services (YCYS survey)	Bigger is Better	82.5%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Culture and Leisure

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Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
CY2	% of placements lasting at least 2 years	Bigger is Better	75%	75%	57.40%	60%	↓	<p>Whilst performance has improved since Quarter 4 2011/12 when the figure was 50.9%, performance is worse than Quarter 1 2011/12 and we are still significantly below target for this indicator.</p> <p>Corrective Action</p> <p>To address poor performance, the service has done some analysis of placement moves through interviewing young people and their foster carers. The results from this have fed into the Looked After Children (LAC) Plan. The aim of this plan is to provide additional support in the form of more foster carers, which will increase placement choice. This will also allow the service to lengthen emergency placements from 24 hours to 7 days, allowing more time for a child to be appropriately matched to the next foster carer. The LAC plan has already begun to be implemented across the service. Following the service restructure, further improvements</p>	Children and Young People

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
								have been made, including improved processes for management oversight of casework, which has included the introduction of case clinics and multi-way problem solving through the Havering Access to Resources panel. The service will continue to implement the LAC Plan. This should result in improved performance throughout 2012/13.	
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population (this includes delays attributable to health partners)	Smaller is Better	7	7	15	11.3	↓	<p>This quarter, Barking, Havering and Redbridge University Hospital Trust (BHRUT) experienced a surge of admissions which adversely impacted on delays in facilitating timely and appropriate transfers from hospital. There is no known reason for this surge in admissions.</p> <p>Corrective Action</p> <p>A challenging target has been set for this indicator to drive improvement. We continue to work with the London Boroughs of Barking and Dagenham and Redbridge and all three Clinical Commissioning Groups (CCGs) as well as health providers (BHRUT & NELFT) to reduce delays and address systematic issues as changes to health are implemented. Those delays attributable to ASC remain low compared to the overall figure.</p>	Adult Social Care
(ex) NI131/2C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3	4.5	5.9	↑	<p>This quarter, Barking, Havering and Redbridge University Hospital Trust (BHRUT) experienced a surge of admissions which adversely impacted on delays in facilitating timely and appropriate transfers from hospital. There is no known reason for this surge in admissions. Although worse than target, performance has improved since Quarter 1 2011/12.</p> <p>Corrective Action</p> <p>A challenging target has been set for this indicator to drive improvement. We continue to work with the London Boroughs of Barking and Dagenham and Redbridge and all three Clinical Commissioning Groups (CCGs) as well as health providers (BHRUT & NELFT) to reduce delays and address systematic issues as changes to health are implemented. Those delays attributable to ASC remain low compared to the overall figure.</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	60%	43.9%	44.7%	31.9%	↑	Performance is better than target in the first quarter as self-directed support is becoming further embedded as the default way we work; where the service user is in charge of their care arrangements and the funds to pay for it.	Adult Social Care
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	15%	12.1%	10.5%	↑	In line with the national picture, we continue to face challenges in increasing the take up of direct payments for older people. The Service is working hard to help people make best use of the money they receive to purchase their own care services and to increase the proportion of people who use Personal Budgets. A challenging target has been set for this indicator and whilst it has not been achieved this quarter, performance has improved since Quarter 1 2011/12. Corrective Action To improve performance, the service is identifying staff with a good record of setting up direct payments, as 'champions' and is encouraging best practice to be shared between colleagues. There are also plans for individual staff targets for direct payments to be introduced later in the year.	Adult Social Care
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	7%	7%	6%	2.80%	↓	Performance is better than target in the first quarter, and has improved since Quarter 4 of 2011/12 when the figure was 7.8%, demonstrating that reablement services are achieving sustainable positive outcomes. As the service matures ASC are beginning to focus on more vulnerable clients. It will be important to ensure this does not result in deterioration in performance.	Adult Social Care
CY13	% of Child Protection Plans lasting more than 24 months	Smaller is Better	5%	5%	0%	0%	→	Performance is better than target this quarter and is better than Quarter 4 2011/12 when the figure was 7%.	Children and Young People
TBC	Total number of Careline and Telecare users in the borough	Bigger is Better	3600	3424	3496	3195	↑	The service works closely with Adult Social Care to increase Careline and Telecare usage throughout the borough. Another publicity campaign will take place this year to promote the product and the demonstration facility at Yew Tree Lodge	Housing and Public Protection
(ex) NI065	% of children becoming the subject of a Child Protection	Smaller is better	8%	8%	0%	NA	NA	Performance is better than target for this indicator. During Quarter 1 we had 23 children becoming the	Children and Young People

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
	Plan for a second or subsequent time within 2 years (LAPS indicator)							subject of Child Protection Plan; of these none were the subject of a Plan previously within 2 years. The wording of this indicator has been modified to include 'within 2 years' to echo the findings of the Munro report (before it had an open ended timescale). Therefore the outturn is not comparable with Quarter 1 2011/12.	
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	35	29.1 (Q4 2010/11)	30.1 (Q4 2009/10)	↑	NB. The figures do not correspond to the 2011/12 annual target and a RAG and DoT cannot be stated. This is because the ONS release conception statistics around 14 months after the period to which they relate (as information on a birth may not be available until 11 months after the date of conception and the ONS then require 3 months to compile the conception statistics). There has been a downward trend for this indicator since early 2009. The Council and its partners aim to reach a target of 35.00 per 1000 population by 2013 and we remain on track to deliver this target.	Children and Young People
(ex) NI125/2B	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Bigger is Better	85%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Adult Social Care
L6	Number of extra care housing units in the borough	Bigger is Better	216	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Housing and Public Protection
R9	% of residents that give up their time to volunteer (YCYS survey)	Bigger is Better	Not yet set	Annual	Annual	Annual	NA	This is an annual indicator and is currently under development. It has been included for information purposes only.	Customer Services
D3.1	Prevalence of healthy weight in 4-5 and 10-11 year olds	Bigger is Better	Not yet set	Annual	Annual	Annual	NA	Targets to be agreed by the Health and Wellbeing Board as part of a wider set of measures for 2012/13 in preparation for when the Public Health Outcomes Framework becomes statutory in April 2013.	Public Health
PH1	Adult smoking prevalence	Smaller is Better	Not yet set	Annual	Annual	Annual	NA		
D5.4	Percentage of eligible population who receive an NHS health check	Bigger is Better	Not yet set	Annual	Annual	Annual	NA		

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
D3.5	Percentage of adults who are physically active	Bigger is Better	Not yet set	Annual	Annual	Annual	NA		
PH2	Difference in life expectancy at birth between the wards with the highest and lowest life expectancy	Smaller is Better	Not yet set	Annual	Annual	Annual	NA		
PH3	Acute admission as a result of falls or falls injuries for over 65	Smaller is Better	Not yet set	Annual	Annual	Annual	NA		
PH4	Percentage of 13 year old girls who are vaccinated against HPV	Bigger is Better	Not yet set	Annual	Annual	Annual	NA		
PH5	Percentage of mothers initiating breast feeding	Bigger is Better	Not yet set	Annual	Annual	Annual	NA		

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Value - to deliver high customer satisfaction and a stable council tax

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days) (LAPS indicator)	Smaller is Better	12 days	12 days	22.70 days	16.83 days	↓	<p>The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in Government funding has made it difficult to achieve the target. In addition, the number of people applying for benefits has risen substantially with the introduction of a new electronic claim form.</p> <p>Corrective Action Additional resources have been secured to clear the backlog of claims. However, it is estimated the impact of these actions will not be reflected in performance figures until Quarter 3.</p>	Customer Services
CS3	Speed of processing new HB/CTB claims (days) (NEW) (LAPS indicator)	Smaller is Better	19 days	19 days	31.78 days	23.25 days	↓	<p>The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in</p>	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
								<p>Government funding has made it difficult to achieve the target. In addition, the number of people applying for benefits has risen substantially with the introduction of a new electronic claim form.</p> <p>Corrective Action</p> <p>Additional resources have been secured to clear the backlog of claims. However, it is estimated the impact of these actions will not be reflected in performance figures until Quarter 3.</p>	
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	90%	83.15%	84.8%	↓	<p>Although performance is worse than this time last year, significantly more Member/MP enquiries were logged this quarter (831) than in Quarter 1 2011/12 (592). A large proportion of these enquiries are related to Housing as a result of the benefit reforms, rather than an enquiry about the service.</p> <p>Corrective Action</p> <p>Complaint owners will be reminded to respond to enquiries within the required timescales. Additional resources will also be put in place in those services where the number of enquiries has increased to improve performance.</p>	Customer Services
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	90%	73.91%	70.5%	↑	<p>Although more complaints were logged this quarter (276) compared to Quarter 1 2011/12 (176) performance has improved. A large proportion of these complaints are related to Housing as a result of the benefit reforms, rather than a complaint about the service.</p> <p>Corrective Action</p> <p>Complaint owners will be reminded to respond to complaints within the required timescales. Additional resources will also be put in place in those services where the number of enquiries has increased to improve performance.</p>	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q1 Target	2012/13 Q1 Performance	2011/12 Q1 Performance	DoT	Comments	Service
(ex) NI014	% Avoidable contact	Smaller is Better	8%	8%	3%	2.5%	↓	Avoidable contact is defined as contact that adds no value for the customer, is duplicative or is caused by failures in the Council's business processes, e.g. when we fail to provide our customers with the right and/or appropriate information first time around causing the customer to contact us again. This quarter our performance remains better than target.	Customer Services
CS1	% of council tax collected (LAPS indicator)	Bigger is Better	97%	27.70%	30.70%	30.98%	↓	Performance is better than target this quarter, although slightly worse than Quarter 1 2011/12.	Customer Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	98%	91%	↑	Performance is better than target and has improved by 7% compared to Quarter 1 2011/2. To maintain this standard the service is reliant on services promptly complying with corporate processes.	Internal Shared Services
CS21	% Customer satisfaction with the call centre	Bigger is Better	80%	80%	86%	New PI	NA	Ensuring customer satisfaction is a high priority for the Council. Performance is better than target for Quarter 1. This is a new indicator for 2012/13, therefore no DoT has been provided.	Customer Services
CI1	Sickness absence rate per annum per employee (days) (LAPS indicator)	Smaller is Better	7.6 days	7.6 days	Not yet available	Not yet available	NA	The data for this indicator is still being checked and will not be available until the first week in September.	Internal Shared Services
CI7	Maintain spend within budget (including delivery of savings targets within budget)	-	Council delivers its services within the agreed annual budget	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Corporate
AM2	Delivery of capital projects on time and budget	-	85% within 5% +/- parameter	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Asset Management
CI11	% of residents who feel informed about what the Council does (YCYS survey)	Bigger is Better	46%	Annual	Annual	Annual	NA	This is an annual indicator. It has been included for information purposes only.	Corporate

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Value OVERVIEW & SCRUTINY COMMITTEE

REPORT

11 October 2012

Subject Heading:

Havering Strategic Partnership Annual
Conference 2012

CMT Lead:

Cynthia Griffin, Group Director, Culture &
Community

Report Author and contact details:

Jodie Calder, Project Support Officer
Tel: 01708 432076

Policy context:

Living Ambition goal – Value; High
customer satisfaction and a stable council
tax.

SUMMARY

Committee members requested an annual update on the Havering Strategic Partnership.

This report outlines the Havering Strategic Partnership (HSP) 7th Annual Conference and the outcomes from the event.

RECOMMENDATIONS

That Value Overview and Scrutiny Committee note the contents of the report.

REPORT DETAIL

Following the scrapping of the Local Area Agreement regime in 2010, the decision was taken not to formally hold Havering Strategic Partnership board meetings anymore and that instead an annual conference to include all partners of the former sub-groups of the HSP would be invited, to discuss the key issues facing the borough.

The HSP Annual Conference took place on the 23rd April at CEME, Marsh Way, Rainham. The Conference celebrated the 10th anniversary of the Havering Strategic Partnership. Although a lot has changed in that time, the main 'Living Ambition' vision for the partnership still remains – to provide Havering's residents with the highest possible quality of life, in a borough that thrives on its links to the heart of the capital, without ever losing the natural environment, historic identity and local way of life that makes Havering unique.

The 2012 conference celebrated the work of the partnership over the last 10 years and the many successes that have been achieved by working together. An information pack ([HSP 7th Annual Conference Information Pack.](#)) was produced, outlining some of the key current and future partnership work that is being delivered to support and empower our communities.

Partners from all the Partnerships Theme Groups were invited, and most partner organisations were represented on the day.

The conference was separated into two sections: partner presentations ([Partner presentations](#)) and interactive workshops.

The first presentation was from the Council's Chief Executive, Cheryl Coppell, (HSP Deputy Chair) on "The changing context of Partnership Working". This focused on the challenging national and local policy agendas and the Council's priorities for partnership working. Next, Kim Guest (Chief Executive HAVCO) explained the views on "Changing the way the Voluntary and Community Sector are working in Partnership", which included an overview of how things once were to how they are now and how the future can look brighter. The Director of Adults and Health at Havering Council (Lorna Payne) presented the third presentation around "Partnerships and the Changing Health Landscape". The new structures around health were discussed, outlining the new Health and Well-Being Board and the Clinical Commissioning Group. The final presentation was from Tony Bennett at the Metropolitan Police. His presentation looked at the new local policing model, and the changes that we can expect for policing during the Olympics. Once the presentations were all complete the floor was open for any questions for the speakers. Most of the questions asked were directed to Tony Bennett around the new local policing model.

After the presentations, there were three partnership project workshops held, based around the major pieces of work taking place this year involving a wide range of HSP partners. They looked at the Troubled Families project, Briar Residents Action Group (BRAG) and the Activate Havering older people's

volunteering project. The conference attendees were asked in advance to choose two of the three workshops they would like to attend. Attendees split into the three workshops for one session, and then moved to the second session after 45 minutes. The workshops explained in more detail what the project involved, how it was progressing and answered any questions that the partners had.

The final part of the day was a networking lunch and the partners were asked to complete a feedback form before they left.

Following the conference, an evaluation was undertaken to determine the value of holding an annual conference. Overall, feedback from partners was extremely positive.

Partners were also asked as part of the feedback if there were any topics that the partners would like to see at future Havering Strategic Partnership events. The feedback showed that they would like to see more local business involvement and business related topics, and more workshops on what partner organisations are doing. Ensuring that partnership working is kept as a priority for the borough even after the demise of the Local Area Agreement was also an emerging theme.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications or risks.

The Havering Strategic Partnership Annual Conference was funded from within existing resources.

Legal implications and risks:

There are no direct legal implications or risks.

Human Resources implications and risks:

There are no HR implications or risks.

Equalities implications and risks:

The Havering Strategic Partnership includes partners from a number of voluntary organisations whose purpose is to directly further the opportunities of disadvantaged groups. Therefore it was very important for the voluntary sector to play a significant role in the annual conference, to showcase work being carried out and to put forward suggestions for further partnership working.

The three workshops around Troubled Families, BRAG and Activate Havering were chosen specifically due to their focus on social inclusion and working with vulnerable groups. Each of these projects, or the various component parts, have been, or are undergoing, assessment for equalities implications.

BACKGROUND PAPERS