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Getting Information in your language or another format

This is Havering Council's Annual Report 2012/13 which outlines the key achievements and progress made towards delivering the Council's vision and corporate goals during the year. If you would like to get this document in your language or in another format (large print, Braille, audiotape or easy read), please contact the Corporate Policy and Partnerships Team at corporatepolicy@haverling.gov.uk or on 01708 434343.

Welcome to our Annual Report 2012/13



Cllr Michael White,
Leader of the Council



Cheryl Coppell,
Chief Executive

2012/13 has been another challenging year for Havering. Against a backdrop of organisational change and financial challenge, we have continued to deliver a number of innovative projects and further improve services for our residents.

In October we welcomed Homes in Havering, responsible for managing Council homes, back into the Council and in April the Public Health Team were transferred to the organisation. These changes have provided further opportunities to integrate work programmes and provide a more holistic and seamless service to our customers.

As well as considerable change, the last year has also been a time of continued achievement – from the incredibly successful Cleaner Havering Campaign which has made some real improvements to the Borough based on resident feedback, to new educational facilities including the Avelon Road Centre which provides day opportunities for Adults with learning disabilities, and the new buildings at

Drapers Academy, marking a milestone in the regeneration of Harold Hill. A number of important new projects have been launched this year including Active Living, a partnership project that aims to get older people to socialise, remain fit and healthy, get more involved in their local community and have someone to turn to for a chat, advice or help around the home.

As well as delivering these exciting projects the Council has been working hard to protect frontline services by reviewing back office functions and making savings wherever possible. Through our transformation programme, we have invested in new technology, introduced new ways of working and made it easier for customers to access Council services online and via the telephone. These changes are all aimed at improving services whilst delivering efficiencies. And it's working - we are on track to deliver £40 million of savings by 2014, without a significant impact to frontline services.

Our success has been recognised over the last year through a clutch of industry awards as well as independent assessments by Investors in People (iP) and the LGA through a 'peer challenge'. The Peer Challenge Report, provided by the LGA and other members of the peer team, including Senior Officers and Members from other Local Authorities, stated 'The London Borough of Havering has made significant progress in recent years and the Council is rightly proud of what has been achieved.'

The Annual Report 2012/13 highlights some key examples of the work we have been doing over the past 12 months and through these achievements, the progress we have made towards achieving our goals and ultimately our vision: *a better quality of life for residents now and in the future.*

Our Living Ambition *for a better quality of life*

The London Borough of Havering is situated in the North East of London and is home to 237,000 people, including the highest proportion of older people in London. At around 40 square miles, it is the third largest borough in Greater London, covering some 43 square miles. Romford is the Borough's largest town and other urban centres include Hornchurch, Upminster and Rainham. The Borough is mainly characterised by suburban development with large areas of protected open space and more than half the Borough is designated as greenbelt land.

A breadth of data, information and research about the Borough can be found on our Data Intelligence Hub at www.haveringdata.net

In 2008 the Council launched our Living Ambition, a long-term vision to improve still further the quality of life enjoyed by Havering residents.

The vision is that:

“Havering residents enjoy 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.”

We will deliver a better quality of life in Havering by aiming for five goals:



Environment

to ensure a clean, safe and green Borough



Towns & Communities

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



Learning

to champion education and learning for all



Individuals

to value and enhance the lives of our residents



Value

to deliver high customer satisfaction and a stable Council Tax

Since we launched our Living Ambition in 2008, Government action to cut the deficit has meant councils have much less money to spend, and as a result the relationship between public services and local communities has changed.

In response to this, the Council launched a wide-ranging transformation programme to deliver the Living Ambition vision in a more efficient and focused way whilst remaining fair to the people who rely on the Council for support.

The Council has now started to look towards 2018 and how the organisation may need to change in the future to meet resident needs in light of further projected funding cuts from Central Government. Through careful strategic planning we will continue to review how we deliver services whilst ensuring the best outcomes for local people.

The activities the Council is undertaking to achieve our Living Ambition and five goals are outlined in our Corporate Plan 2013/14 which is being used to deliver our priorities for the Borough over the next year. This Annual Report sets out our key achievements and activities that have taken place in 2012/13.

Environment *to ensure a clean, safe and green borough*

Working with our partners, the Council has made great progress in making the Borough an even more pleasant and safe place to live, work and visit this year by listening to our residents and addressing their key priorities and concerns.



Cleaner Havering Campaign

In Spring 2012, the Council undertook the Spring Clean Survey, which asked residents what more could be done to make the Borough cleaner and tidier. The main issues identified through the survey were dog mess, general litter and petty vandalism. There was also widespread support for more seating in parks and town centres, more trees and plants and improvements in some areas to lighting. Using this feedback, the Cleaner Havering Campaign was launched. Recently released survey results in 2013 show how successful the programme has been: in total 87% of residents reported their local park to be clean and tidy (an increase of 14% points from 2012) and 78% of residents said that their local streets are clean and tidy (an increase of 4% points from 2012).

Dog Watch Scheme

Residents told us that one of their biggest concerns was dog mess and, in response, the Dog Watch Scheme was launched at the Havering Show 2013 as part of the Cleaner Havering Campaign. Through this scheme residents are encouraged to report repeat dog mess offenders by filling in an online form on the Council website. The Council has also teamed up with Asda to reward residents who take pride in the Borough – Council staff who spot someone that cleans up after their pet or picks up litter are entered into a monthly prize draw, with a £50 Asda voucher as first prize and a food hamper as the second prize. Free pooper scoopers are also available to all residents and staff from the Town Hall reception.



Community Clean-up Events

As part of the Cleaner Havering Campaign the Council is encouraging local residents to carry out community clean-ups. In April, members of the Briar Residents' Action Group (BRAG), in Harold Hill, along with Council staff and McDonald's employees, braved snow showers to litter pick in their local roads. Various other community clean-ups have been taking place across the borough, including one at Tweed Way Hall in April, where 28 volunteers helped clear the garden and grounds of the Hall and in June, more than 30 members of the community helped to clean up Crow Lane in Romford.



Other initiatives as part of the Cleaner Havering Campaign include:

- Around 100 new bins have been placed in locations around the Borough to further encourage people to bin their rubbish and not drop it on the ground.
- 16 'Ghost Buster' style back-mounted vacuum cleaners and four 'wheel bin' type cleaning machines have been purchased to pick up broken glass, drink cans and cigarette butts in places such as parks and children's playgrounds, where our cleaning vehicles cannot reach.
- New street lights and benches have been installed and flower and tree planting schemes have been carried out across the Borough including in Romford, Rainham, Harold Hill, Hornchurch and Upminster.

More initiatives to improve the Borough are planned throughout 2013, including a major push to reduce the amount of litter linked to take-aways, which residents also cited as a problem. To find out more about the campaign and how you can do your bit to help keep the Borough clean, visit www.havering.gov.uk/cleanerhavering

Environment

Improving Energy Efficiency

In 2012/13, the Council continued efforts to reduce the Council's carbon footprint and help residents reduce their energy bills.

In five Council office buildings lighting was converted to LED replacements which reduce energy use by 65-75%. Lighting in public centres has also been changed to LEDs, including Langtons Hall, several libraries and the Public Advice & Services Centre (PASC). In addition, a massive streetlighting upgrade programme has been undertaken and streetsigns, bollards and beacons in a number of areas are now lit by low energy or LEDs lamps. This has reduced the energy consumed from these lights by 60%.

With energy prices set to rise again this winter, the Council has helped residents improve the energy efficiency of their homes by accessing external grants for insulation and heating. Over 500 residents benefited from insulation measures and over 300 residents received new boilers or heating systems. Many of these residents were

at risk of fuel poverty, and finding it difficult to afford their energy bills.

Working with the Mayor of London's office, we have delivered a scheme where Home Energy Advisors visit residents to discuss how they can save energy in their homes. In 2012/13, 1,100 home visits were delivered in Havering. Residents can also monitor how much energy they are using in their homes through energy monitoring kits, available to loan from five Havering libraries.

In January, the Council ran its first collective energy switching scheme, which enabled residents to group together to gain lower energy prices from energy companies. As a result of this auction, the average saving for participating residents is around £145 off their annual energy bills.

Integrated Offender Management

The Council and its partners work hard to keep Havering one of the safest Brouchs in London. Integrated Offender Management (IOM) a partnership approach to reducing re-offending and

helping ex-offenders re-integrate into the community, is just one example of this. The Council leads the IOM Panel where statutory and non-statutory agencies in the Borough come together to discuss Havering's Priority Offenders on a monthly basis in a confidential environment.

IOM Havering put together a number of successful projects in 2012/13 to try and assist re-integration. These include the IOM Fathers Project, an initiative between Havering Council, Havering Children's Centres and the London Probation Services to provide fathers who are offenders with a parenting course. It is aimed at combating/reducing the offending cycle within the home and promoting a violence free and healthy lifestyle for children. The first Pilot has already been completed and evaluated by both the Race Equality Foundation and Ofsted and the second pilot, which includes fathers who have fallen victim to substance abuse, started in February 2013.

Other projects include the IOM Rent Deposit Scheme which aims to reduce re-offending by providing clients with a stable home in order to allow them to re-integrate into society; the IOM Football Project which is designed to divert offenders away from crime and use their time more effectively; and the IOM Women's Empowerment Programme which aims to empower vulnerable women through developing their independence and raising

awareness of issues such as domestic violence, drug and alcohol abuse, sexual health and finance.

More Environment highlights in 2012/13:

- A green ring is to be created around Romford town centre as part of the Council's Cleaner Havering Campaign. Trees for Cities is working with the Council to plant 100 new trees around the sides of the Romford Ring Road. The plan is also backed by The Big Tree Plant, RE:LEAF (a partnership campaign led by the Mayor to protect the Capital's trees and encourage individual Londoners, businesses and organisations to plant more trees), KIA Motors, local people and schools. Borough residents, community groups and businesses had been asked to identify the best 100 sites for the trees, which are hardy enough to live along a main road and will help support wildlife and are appropriate to the area.
- The Council's work on heritage conservation was recently featured in a Local Government Association and English Heritage report "Making the most of your heritage assets: the future of local historic environment services". The report highlighted the Council's strategic approach to heritage conservation through a Heritage and History Strategy, the setting up of a Historic Environment Forum and through the presence of a Lead Member for Culture who is also

Indicator	Value	Target for 2012/13	Outturn for 2012/13
Greenhouse gas emissions from local authority own estate and operations	Smaller is better	TBC	TBC

Environment

the Borough's Heritage Champion. The report also mentions the new local social history Museum run entirely by volunteers and the Local Studies and Family History Centre which conserves and makes accessible all of the Borough's important historical records.

- The Council has maintained its status as having some of the best parks in the country after eight of them were awarded the prestigious Green Flag status for 2013/14. The Green Flag Award, handed out by environmental charity, Keep Britain Tidy, is the benchmark national standard for parks and green spaces in the United Kingdom.

- The Havering Community Safety Partnership (HCSP) has established an Anti-Social Behaviour (ASB) panel to ensure an effective multi agency response to ASB, provide support for victims and to take action against perpetrators. Some of the families experiencing and engaging in ASB are among the most troubled families within the Borough and the panel works closely with those families to ensure a joined up response.

The partnership achieved a 4% reduction in ASB in 2012/13. Work has also taken place with both victims and perpetrators of ASB to reduce opportunities for repeat victimisation.

This has involved mediation, diversionary activity for young people and support for victims.

- In 2012/13, the Domestic Violence Forum developed and implemented the Violence against Women and Girls action plan, a key part of which was the embedding of support for victims in the work of the Council, police and voluntary sector. The action plan focused on prevention, protection and safeguarding and provision of services to support victims of domestic violence. The Borough also secured White Ribbon Status following submission of the plan to the White Ribbon Campaign, illustrating a commitment to never commit, condone or remain silent about violence against women.

- In November, the Domestic Violence Forum held a successful conference which focused on the theme of safeguarding and was attended by 100 Council and partner staff. In addition, 20 domestic violence support groups were run in 2012 for women who have or still are experiencing domestic violence and Havering's Women's Aid provided 204 Domestic Violence advocacy sessions. The aim of the sessions was to increase reporting of domestic violence and reduce repeat victimisation by empowering the victim.

- In an effort to reduce doorstep crime and deter bogus traders from operating within Havering, a Bogus Callers Working Group has been set up through the Havering Community Safety Partnership. The group tackles the existing and potential problems of bogus callers identified within Havering, develops initiatives to reduce incidents and opportunities for bogus calling and identifies funding opportunities to support projects. In total, 18 Council departments and partners have come together to form the group.



In December, myplace, the new youth and community centre in Harold Hill won the Public Sector Sustainability Award by the Public Sector Sustainability Association. The zero-carbon building is designed to use very little energy and generate its own electricity.



Indicator	Value	Target for 2012/13	Outturn for 2012/13
The number of anti-social behaviour incidents reported	Smaller is better	5,970	5,431

Learning

to champion education and learning for all

New facilities and a number of new projects, combined with support for children and parents in light of changes to the school leaving age, are just some of our achievements under the goal of Learning this year.

Providing Primary School Places

In order to respond to a growing demand for Primary School places and to cope with a rising birth rate in the Borough, a programme to invest in expanding some of Havering's Primary Schools is underway. The Borough has seen an increase in Reception class aged children from 1.4% in 2006 to 4.1% in 2012 and further increases are projected.

As part of the expansion project the Council undertook a series of statutory consultations with head teachers, governing bodies, staff, pupils and local residents to hear their views about how to best develop the additional capacity required. The majority of respondents supported the expansion proposals and on balance agreed that the needs of children without a place at a local primary school were paramount.



As a result of these consultations, a Primary School expansion programme was put into place. Three schools in the first phase of the expansion programme will see an extra intake of 15 pupils in the reception year group from September 2013 including Harold Court Primary, Scargill Infant and St. Patrick's Catholic Primary. An additional 30 reception places each is also planned for Harold Wood Primary, Mead Primary, Parsonage Farm Primary, Pinewood Primary, Rise Park Infant, Towers Infant and Wykeham Primary.

In addition to increasing school places for Reception aged children, there has been a demand for more School places across other year groups. In order to ensure that this demand is met, the Council, with the support and co-operation of head teachers and their governing bodies, has created an additional 435 places from Year

Reception to Year 5, across 12 schools. These extra places will be ready for the start of the new academic year in September. In addition, £11.6 million has been approved to fund permanent expansions at Towers Infant & Junior, Wykeham, Pinewood, St Patricks, Rise Park, Mead, Harold Wood, Parsonage Farm, Scargill Infant & Junior and Harold Court.

From September 2014, the second phase of the expansion programme will commence and will create an additional 30 extra places in Rise Park and Towers Junior and 15 extra places at Scargill Junior.

This programme of permanent expansions, plans for new schools, and the additional temporary increases will eventually provide 900 extra places to ensure that every Havering child requiring a school place for September 2013 onwards will get one. The success of the expansions has been made possible by the excellent working relationship that the Council has maintained with school Headteachers and their Governing bodies, who have worked tirelessly to support and accommodate this extra capacity to meet rising demand. We are also working with them to find solutions that will help improve residents' concerns over traffic problems around our schools.

Learning

New Avelon Road Centre



The new Avelon Road Centre (formerly Nason Waters) in Rainham was opened in November as part of a major programme to modernise day opportunities for adults with learning disabilities. Consultation with all those that would use the centre was carried out before the changes were made, which saw the amalgamation of services with the Western Road day centre and St Bernard's Day centre.

As part of the refurbishment, extensive improvements to the building have been carried out, including the removal of walls, creation of new rooms, breakout areas, and new flooring throughout. The Centre is now regarded as the central learning disability resource in Havering. Further improvements are also planned for the near future, including the development of an orchard and kitchen garden.

In addition to improvements to the building, a more people-centred approach has been adopted to provide clients with new opportunities to further their education and develop specific skills and knowledge in preparation for voluntary and paid work. Recent success stories include six young men who have gained paid employment working at the Avelon Centre. Supported by the ROSE project (Realistic Opportunities for Supported Employment) and the Community Learning Disability Team, the men have said working at the centre has given them confidence, independence and new skill sets around social and employee relationships. Travel training has been part of their learning programme, which has given the group greater independence and freedom.

Opening of Drapers Academy

The new buildings for Drapers Academy were completed last September marking a milestone in the Council's Harold Hill Ambitions programme, which aims to regenerate the area and improve the quality of life and life chances for residents. Now the £24 million campus is complete, staff will be working with the community in Harold Hill to raise pupils' aspirations and make it a centre for educational excellence following its best ever GCSE results in 2012.

More Learning highlights in 2012/13:

- 76.4% of our early education and childcare places are now rated by OFSTED good or outstanding with 80% of our Primary schools rated as good or better by OFSTED. This is particularly impressive given the more demanding Ofsted Framework and the rising bar of performance.

- The performance of primary aged children in Havering continues to improve. At the end of Key Stage 1 and 2 children in Havering are performing significantly above the national average. For Key Stage 1 children this represents the fourth consecutive year of significantly positive attainment and for Key Stage 2 it represents the third consecutive year.

- All 3 and 4 year old children are entitled to a certain amount of free Early Education and Childcare a year. In Havering, 1.5 million hours of free Early Education and Childcare were taken-up in 2012/13. From September 2013 this will be extended to some two year old children. However, the Foundation Years and Independent Advice Service (FYIS) was ahead of the game this year, providing 280 vulnerable two-year olds with an early childcare placement by March 2013, six months earlier than legally required to do so.

- The Council and its partners are working hard to provide advice and guidance to young people following

legislation to raise the participation age. The changes mean that from 2013 all young people will continue in education or training until they are 17 and from 2015 this will rise to 18. Young people will not necessarily be required to stay in school; instead they can choose work based learning, such as an apprenticeship or part time education or training if they are employed, self-employed or volunteering for more than 20 hours a week.

- To ensure that school pupils are aware of the opportunities available to them, the Council has launched a campaign called 'Learn Longer for a Better Future'. As part of the campaign a series of roadshows and presentations have taken place across the Borough to inform parents and students about the changes. A Qualifications Guide has been put together to provide information, advice and guidance to young people, parents and guardians on the opportunities available in Havering. A short video has been developed, which is available on the Council's YouTube site which includes a number of case studies from students in the Borough.

- The Council is working with schools to identify young people as early as possible that might be at risk of becoming NEET (Not in Education, Employment or Training) at 16 through the use of a 'targeting toolkit'. The Toolkit, which has been provided to

Learning

schools across the Borough, uses a range of risk factors such as school attendance, free school meal eligibility, special educational needs and whether the child is in care to assess if the child is at a high risk of becoming NEET. Schools then work with Prospects, the Information, Advice and Guidance Provider, to agree a range of early interventions which could include study groups, alternative education provision, motivational workshops or referrals to specialist services to help ensure a positive transition post-16.

- Last summer the Council launched its new Youth Strategy 'Creating Brighter Futures', which sets out a new approach to engaging with young people and supporting the Council, community, voluntary and business sectors to work more effectively with young people. The Strategy sets out a vision 'to ensure that all young people in Havering have access to relevant activities and opportunities, to assist in the development of their abilities and to help them make a successful transition from childhood to adulthood, and develop the assets that will enable them to become successful, social and safe'. The Strategy also includes the launch of the new Assets Framework which recognises personal qualities such as confidence, team work and creativity as assets that will help young people achieve what they want to be. Using the Assets Framework, services will encourage young people and others to assess their own progress.

- In Summer 2012, young people learnt about how to film, edit and interview and about branding as part of HYPE TV (Havering's Young People Engaged) at the myplace centre. They also produced some films, with one called 'I'm Different' winning the Best Short Film Award at the Barbican Framed Film Festival.

- A new university technical college will be built at the Centre for Engineering and Manufacturing Excellence (CEME) in Rainham, offering academic and vocational training to 14 to 19-year-olds, in an attempt to address the nationwide shortage of engineering talent. The new college, called the East London University Technical College (ELUtec), will take in students from Havering, Barking and Dagenham, Newham, Redbridge and Thurrock. Pupils will be required to attend wearing business attire rather than school uniforms, and will work an 8.30am-5pm day, to prepare them for the world of work. The college is due to open in 2013 and Ford, Network Rail, as well as University College London, Loughborough University and the Prospect Learning Foundation are all partners of ELUtec.

- In May, a new Young Leader, Princess Bright, was elected to work closely with Havering Youth Council and ensure the views of young people in Havering are represented within the Borough, across London and the rest of the UK. As part of her role, Princess will also advise Councillors on youth issues, work with other bodies to further young people

living, working and studying within the Borough and strengthen links between the Council and Havering Central Youth Council.

- The Council teamed-up with The Reading Agency to support young people aged between 11-19 to develop their passion for writing and current social issues through the Dickens Social Reporters project. Funded by the City Bridge Trust, the project encouraged the young people to use various forms of journalism including video, photography and writing, to explore topics such as street life, education, school and literacy, crime and punishment, housing, debt and

poverty, theatre and the arts and family life. The initiative was part of a wider project working with the Mayor of London to commemorate the bicentenary of Charles Dickens' birth.

- Volunteers in Havering's libraries helped to deliver a number of educational initiatives over the last year including the 'Summer Reading Challenge', which attracted the participation of 3,678 children, 'Peer Support for Computers', which provided informal support to increase confidence with IT and 'Reading Buddies', which supported readers of all ages and abilities in their reading and literacy.

Indicator	Value	Target for 2012/13	Outturn for 2012/13
The number of apprentices recruited in the Borough	Bigger is better	460	563
The percentage of 16-19 year olds (school years 12-14) who are not in education, employment or training	Smaller is better	5.1%	4.6%



Towns and Communities

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

A number of regeneration schemes have made significant progress in 2012/13 and many exciting events were held across the Borough. In addition changes were made to how services are delivered to improve outcomes for the customer.

The Garage Project

To address the demand for affordable family homes in the Borough, a number of previously derelict garage sites have been transformed into affordable housing. The project followed a survey of local residents which showed support for working with the Council to develop positive and long lasting solutions to the problems caused by derelict Council sites which included anti-social behaviour, fly-tipping and vandalism.

In total, 56 garage sites achieved planning consent to deliver 135 new

homes (as well as an additional four homes that were built as a pilot scheme prior to commencing the larger programme). A portion of the capital receipt from the sale was used creatively to offer grants to the registered providers to help deliver affordable housing obligations. The Council has also utilised modern methods of construction in order to maximise the speed of delivery of the new houses, maximise value for money for the taxpayer and just as importantly, minimise disruption caused by construction. To date, 34 of the 56 garage sites have been completed, generating 84 new homes. The remaining sites are currently under construction and will be completed in stages between now and December 2013.

This innovative project has delivered a number of benefits including optimising Council assets and providing new and

Indicator	Value	Target for 2012/13	Outturn for 2012/13
The percentage of decent Council homes	Bigger is better	58.4%	58.7%
The number of affordable homes delivered	Bigger is better	250	487

attractive affordable homes available to rent and to buy. The properties are low-rise in line with residents' wishes and local planning policy and are environmentally sustainable with greater insulation for thermal retention, use of solar panels to reduce energy use and fuel bills and use of rainwater butts to store and re-use rainwater. The houses have been designed in a way that reduces crime by dealing with trouble spots in consultation with the Borough's Secure By Design planning officer to avoid creating areas that can attract problems in the future.

Homes in Havering Join the Council

In October, the Arms Length Management Organisation (ALMO) 'Homes in Havering' re-joined the Council following extensive consultation with tenants and leaseholders. The consultation followed changes to government rules that stated a separate organisation was no longer required in order to gain 'Decent Homes' money from the government.

The organisation was merged with the existing Housing teams at the Council to create a new service called 'Homes and Housing' which is now responsible for all aspects of Council Housing.

It means savings can be achieved and a more seamless service for residents can be delivered.

Although the merger meant that more than 200 staff were transferred to the Council, telephone numbers remain unchanged and staff continue to work from their offices in Harold Hill and across the Borough. The focus of the new Homes and Housing Service is to build on the work already undertaken by the ALMO and continue to improve the quality of life for tenants and leaseholders.

More Towns and Communities highlights in 2012/13:

- The Council has radically transformed its role in the private housing sector to help disadvantaged people find a rented home and prevent vulnerable families from losing their homes. The new Private Housing Solutions Team (PHST) provides a single access point for all private sector housing options for people who want to rent, buy or stay in the private housing sector by operating as a competitive property management service in the same way as commercial enterprise, but also delivering new ways to help and support people who face losing their



The Garage Project: 92 Udall Gardens, before and after

Towns and Communities

home in the private sector. The support the team provides ranges from helping residents find high-quality rental properties for people on low incomes, finding first-time homes for young vulnerable single people as well as exploring homelessness prevention measures for people affected by the welfare reforms or those in mortgage arrears.



- Orchard Village in Rainham has been listed as one of the country's top five housing developments by the planning minister, Nick Boles. In the magazine 'Building Design', Mr Boles described the estate as "uplifting, fine, bold and human". The scheme was also recently listed in "the top 50 affordable housing developments" by Inside Housing Magazine.

Circle Housing Group began work on Orchard Village in 2008. The regeneration project, which is due to be completed in 2016 will see most of the existing properties demolished and replaced with modern, high quality low-rise homes. By the end of the project 555 new homes will have been built to re-house existing tenants. So far the properties have been extremely popular and residents have been queuing up to live there. Recently a one-bedroom flat received 225 applications.

- In the build-up to London 2012, the Council worked closely with Transport for London to ensure that traffic would run smoothly on Havering's roads for the duration of the Olympics. Key routes, which would form the Olympic Route Network Sensitive Roads (ORNS), were identified well in advance of the Games. An embargo was placed on these roads to ensure that no road works took place during the Olympics and day-to-day management of the incidents on the road network were closely co-ordinated to ensure there were no significant traffic problems in Havering during the Games.

Before the Games commenced, the Council liaised with businesses to inform them about Olympic activities affecting their operations and to offer advice about how to prepare for the Games period. Havering's dedicated Olympics page provided up-to-date transport information on the transport network, to help local residents and

businesses plan their journeys across the Capital.

- In July the Torch Relay went through the Borough. As a result of careful planning, the convoy of vehicles was able to travel safely along the route and the day was a great success. Around 150,000 spectators came out to watch the Torch relay in the borough.

- Whilst the Olympic Games might be over, the Olympic legacy has lived on in Havering. Various initiatives have been taking place over the last year to keep residents engaged with sport and physical activity and significant investment has been made in sporting facilities for children at Harold Lodge Park including improving the two play areas and installing a new skate park.

The Council has also shown commitment to keeping the legacy alive through building a state of the art leisure facility in Romford. A planning application for the new development was agreed by Havering's Regulatory Services Committee in May, marking a major milestone towards building the multi-million pound leisure centre, which will house a competition pool and ice rink.

- The Harold Hill Festival takes place every year and is a community-run event which celebrates the lives, residents, charities and organisations which make up the community of Harold Hill. Visited by thousands of

people, the festival hosts a wide range of community stalls, information stands and family activities as well as showcasing some of the areas best acts and is aptly suited for young and old alike. The 2012 festival saw live acts from across the area take to the stage as well as donkey rides, falconry, free dog micro chipping and an 'It's a Knockout' competition.

- A 13-mile extension to the National Cycle Network, running from the north of Havering to the River Thames in the south of the Borough, has been officially opened. Funded by the BIG Lottery, Veolia Havering Riverside Trust and Transport for London, the Council has been working on the £2 million project with sustainable transport charity Sustrans. The aim of the project was to join together areas of green space in the Borough to form one long, continuous, fully accessible public route, stretching from Lower Noke Close at Dagnam Park to the River Thames in Rainham. The project has also led to the creation of the new 'Ingrebourne Way' cycling and walking route, running close to the River Ingrebourne through Harold Hill, Hornchurch, Upminster and Rainham.

- In September, the Council held a 'Pedalling into the Past' cycling event in Hornchurch Country Park which focused on cycling to promote smarter travel.

Towns and Communities



with the youth service at myplace on a regular basis. So far the group has worked with the Council to gain funding for a series of free football coaching sessions held during February half term, which also provided mentoring opportunities as well as a way to keep fit in the school holidays.

- Havering's Libraries run and/or host nearly 3,000 different events and activities across their 10 branch libraries each year, many of which are run voluntarily by local residents who want to share their skills and interests. The service hugely values the support and enthusiasm of the volunteers, who are at the heart of our service and the community. In 2012/13 alone, the Library Service recorded an incredible 6,314 hours of volunteer work across all branches.

- Havering Libraries have strong partnerships with a number of voluntary and community groups in their locality, and in October 2012 they joined forces with the local volunteer centre, HAVCO, to establish a 'Volunteering Information Shop' in Romford Central Library which provides information about all volunteering opportunities in the Borough and encourages people to get involved. Whilst managed by HAVCO, the desk is also staffed by volunteers who provide first hand promotion of the volunteering opportunities on offer.

Building work has started for a new state-of-the-art Rainham library which will include 1,200 square metres of expanded library facilities, as well as retail space, a nursery and 16 new flats built above the new-look library. The project was stalled temporarily due to changes in funding arrangements, but is now on track and the Council expects it will be open by spring 2014. The library scheme is a key part of the Council's wide-reaching Rainham Compass project to improve the area and the quality of life for local residents.

- A further Rainham Compass success was the opening of the new one-way system in Rainham Village improving traffic flow and providing parking directly outside the shops in the Village. This £2 million grant funded scheme saw new pavements and street furniture and the creation of a new public space around the War Memorial. The works were complimented by the completion of further shop-front improvements creating a high quality setting for this historic conservation area.

- Improvement works in Hornchurch Town Centre, the second largest Town Centre in Havering were completed in summer 2013. The £3 million grant funded works to open up the high street, provide wider pavements, improve traffic flow and provide safer

areas to cross the road was part of a Transport for London (TfL) funded scheme to update the High Street and future-proof the town. The Council is using the investment to make the shopping environment more appealing to visitors and encourage businesses to grow in the area.

- This year's Christmas celebrations were bigger and better than ever. Boosted by contributions from the Mayors Outer London Fund, all the borough's main town centres held events involving local shopkeepers, businesses and local people, to celebrate the festive season. The largest event was in Romford where approximately 9,000 local people turned out to watch Santa, Postman Pat and Twist and Pulse turn on the Christmas lights

- The Council recognises the importance of Small Businesses in stimulating economic growth and works with the Chamber of Commerce and Federation of Small Businesses to facilitate procurement opportunities and promote the message that we are open to their business. In January, the Council started a series of Procurement Workshops for small businesses that focus specifically on what the public sector is looking for, how the procurement process works and 'top tips' for writing successful bids.

The event included activities such as cycle polo and a pedal-powered disco. Non-cycling events were also available, giving people the chance to learn bush-craft skills, get a henna tattoo, meet alpacas and see a flypast by the only airborne Lancaster Bomber in the world. Fantastic feedback on the event was received, which will help the planning of more events in the future.

- Since its opening in 2012, myplace has become a cornerstone of the Harold Hill area, providing a place for young people to spend time with each other and develop their skills, as well as bringing members of the community together. One such example was the formation of 'Piggie lot', a group of young people who are working with

the Council, police and other partners to engage



Towns and Communities



The partnership works with small to medium enterprises in the broader East London area and buyers across all industry sectors to source and match local suppliers to the purchasing needs of buyers as part of regeneration efforts in the Thames Gateway. East London Business Place offers free advice and guidance on procurement practice as well as a free programme of events designed to improve competitiveness.

- In 2013/13 Havering attracted over £3.6 million of external funding for Regeneration Projects across the borough. Some of the projects include: £128,900 development funding from Heritage Lottery Fund (HLF) for the Restoration of Upminster Windmill, £900,000 Outer London Funding for works in Rainham, £1,500,00 Local Implementation Plan (LIP) funding for Hornchurch Major Scheme and £100,000 Veolia North Thames Trust funding for Rainham War Memorial.
- Work is underway to improve Raphael Park following a £1.9 million grant from the Heritage Lottery Fund, Council funding and a £200,000 grant from the Veolia Havering Riverside Trust. Due to be completed by Winter 2013, the renovations include improved entrance gates, planted areas, railings, benches, walkways and improvements to the park lodge which will also have a new café. In addition, there will be improved

protection for parkland and wildlife throughout the park.

The Council has also received a grant of £1,885,900 from the Heritage Lottery Fund and Big Lottery Fund for the restoration of Langtons Gardens and Fielder's Field in Hornchurch and £250,000 from the Big Lottery Fund to restore Bedford's Park Walled Garden, which has recently been opened to the public.

- In December 2012, Havering Citizens Advice Bureau (CAB) entered into an agreement with Havering's Trading Standards service to provide consumer advice, information and education. The project follows the transfer of national responsibility for consumer advice, information and advocacy to Citizens Advice (backed by local Citizens Advice Bureaux).
Havering CAB is now responsible for providing consumer advice, consumer case work in partnership with Trading Standards, co-ordination of local provision for consumer education and co-operation with trading standards on the local consumer advice partnership. The project has allowed Trading Standards to carry out more enforcement work and has also allowed the CAB to provide a more holistic service. The initiative had been recognised as an excellent example of a local response to national policy and it is hoped that other boroughs will

also engage in the same partnership arrangement.

- Havering Music Education Hub formed in August 2012, with Havering Music School as its lead. The Hub is a partnership which includes the Queen's Theatre, Havering Arts Service, the education departments of the London Symphony Orchestra and Royal Opera House and Sound Connections. It has strong links with the London Chamber Orchestra, Grand Union Orchestra, Voices Foundation and neighbouring music services.



Towns and Communities

This year, Havering students performed at the Olympics Orchestra. Their percussion ensembles performed at the IndigO2; as well as their own performances, they played with 200 students from ten London boroughs in the première of a specially commissioned piece by Thomas Hewitt-Jones. The Royal Opera House has supported several projects locally and led a summer school based on Carmen in July, which involved five Hubs but over a quarter of participants came from Havering. An Urban music project will start shortly and the Hub will present a primary vocal conference with Sound Connections in October.



Award Success

The Council scooped national recognition for The Garage Project and Consumer Landscape Project in The Municipal Journal Achievement Awards 2013, which recognise innovation in local government. The Garage Project was a finalist in in the Community Investor category and the Consumer Landscape Project commended in the Trading Standards and Environmental Health category.

Award Success

In September, the Council won seven top awards in the prestigious London in Bloom contest, including two gold and several silver gilds. In one of the awards, the Borough took first place in the annual competition's Biodiversity Award category – demonstrating the wide variety of local plants and wildlife. Contest judges complimented the “clean and tidy” Borough; praised the hard work of Council staff and residents in looking after highway plant beds and schemes, parks and open spaces, and hailed work done to open up Rainham Marshes to the public and create a new nature reserve.

The full list of awards won by Havering in the London in Bloom contest includes:

London in Bloom Biodiversity Award: first place (won for the second year running)

Large Park of The Year: Bedford's Park, GOLD

Country Park of The Year: Hornchurch Country Park, GOLD

London City Award: SILVER GILT (Havering has previously reached the Silver position in this category)

Park of The Year: Lodge Farm Park, SILVER GILT

Small Park of The Year: Langtons Gardens, SILVER GILT (Havering won Silver last year)

London in Bloom Allotment Award: Keats Avenue Allotments, Harold Hill, second place.

Individuals *to value and enhance the lives of our residents*

Through a number of new projects the Council has made significant progress in enabling adults to be independent for as long as possible and improved services for the Borough's most vulnerable families and children. The addition of Public Health to the Council has also created new opportunities to improve the health and wellbeing of our residents.



Public Health Joins the Council

In April 2013, Public Health joined the Council and a new Director of Public Health was appointed to lead the service. The move is part of the implementation of the Health and Social Care Act 2012, which has meant a number of key public health functions have transferred from the National Health Service (NHS) to local government.

Public Health has a number of priorities and statutory responsibilities to improve the health of local people in Havering. These include:

- Ensuring appropriate access to sexual health services

- Protecting the health of the population, especially childhood immunisations; chlamydia screening; diabetic retinopathy; and ensuring NHS commissioners receive the public health advice they need
- Reducing inequalities in health
- Reducing the prevalence of smoking
- Enabling vulnerable people, especially those with long-term conditions, to live independently for longer
- Early detection of cancer
- Improving the identification and support for people with dementia
- Reducing prevalence of obesity and

increasing physical activity in adults

- Reducing harm from alcohol misuse
- Working in partnership to address the wider determinants of health, including education; employment; housing; and crime reduction

As part of the changes, some organisations such as Primary Care Trusts (PCTs) and Strategic Health Authorities (SHAs) have been abolished, and new organisations such as Clinical Commissioning Groups (CCGs) have taken their place.

Whilst none of the changes will affect how residents access NHS services (for example, the way that residents book a GP appointment, get a prescription

or are referred to a specialist) they do provide new opportunities to work in partnership with other local organisations and develop holistic approaches to improve the health and wellbeing of local people.

active living 50+

Active Living Programme

Havering has the most elderly population in London – and the Council is determined that the Borough remains one of the best places in which to grow old.

In March, the Council launched its Active Living programme, a partnership project with organisations such as Age

Individuals

Concern Havering, HAVCO and Havering Museum, which aims to get older people more involved in their local community. The project is designed to give residents, aged over 50, the opportunity to have fun, learn new skills, take part in social activities and make a valued contribution to their local area.

Evidence shows that staying active as we grow older has significant health and wellbeing benefits. People who are socially active are said to have a 50% less chance of developing dementia and have a significantly reduced chance of having high blood pressure.



There are four key strands to the project:

- **Social** - helping to improve social opportunities for older adults, meeting new people and trying new activities.

- **Healthy** - expanding the opportunities to get fit and active, from gentle exercise classes and walks, to the provision of free swimming for over 50s at off peak times.
- **Supported** - making sure everyone has someone they can turn to for a chat, advice or help around the house. This includes befriending, providing training and support for volunteers to visit isolated people, and supporting a trustworthy handyman service to carry out minor household repairs and adaptations for residents.
- **Involved** - this will provide local people with many more opportunities to volunteer and get involved in their local community.

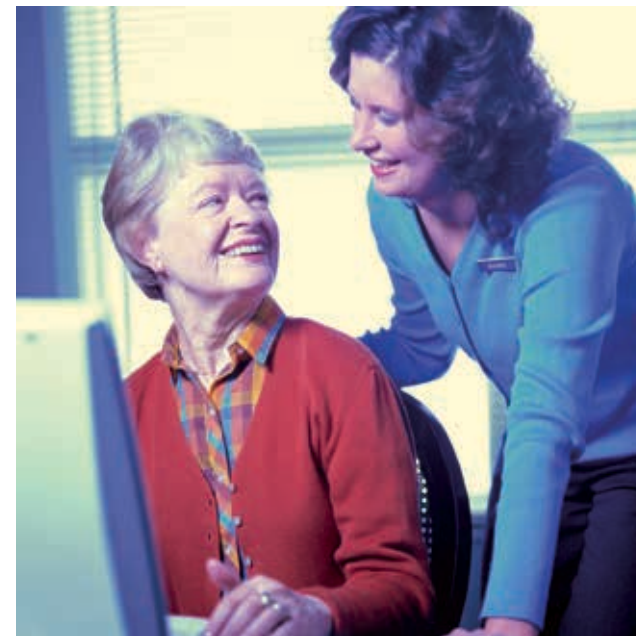
As part of Active Living, the Council and its partner organisations will be developing opportunities for older people and co-ordinating existing services to ensure their needs are identified. Opportunities coming up will include a range of community volunteering and social activities such as outings and trips. These all have the main aim of promoting independence, choice and wellbeing for Havering's older people. If you think you could help or would benefit from these opportunities, visit www.havering.gov.uk/activeliving or call 01708 432896.



Havering Circle

Havering Circle is a community based membership organisation that is open to anyone over the age of 50. Made possible through the support of the Council and the Active Living programme, with match funded support through the Cabinet Office Social Action Fund, members are supported by a network of helpers and members support each other. The Circle also offers its members the chance to enjoy their interests with others, learn something new, lead a healthy life and socialise.

For the nominal annual fee, membership includes a monthly calendar of events and free activities, access to local and reliable practical help as and when needed, a network of fellow members with a wide variety of interests, discounts for events and businesses in the local area, and much more. The number of members is steadily increasing across the Borough - for more information visit <http://www.haveringcircle.org.uk/> or call 0800 112 3990.



More Individuals highlights in 2012/13:

- In 2012, the Council and its partners established the Multi Agency Safeguarding Hub (MASH) which brings together a variety of agencies into an integrated multi-agency team where they can share intelligence on vulnerable children, families and adults. Consisting of eight social care staff, two police officers, three police information researchers, and two health visitors along with representatives from probation services (one day a week), around 1,400 referrals a month are

Individuals

now received and it is already proving successful. By working together and sharing information the team get a bigger picture of the situation from the outset and are able to quickly respond to a child's needs more effectively and efficiently. The MASH is also becoming well known among GPs and other agencies, who would not necessarily have contacted the service before, illustrating how the service has been able to expand its net and reduce the chance of a child slipping through it.

- Havering Council and Havering Clinical Commissioning Group (CCG) set up a new scheme in October 2012 called 'Help Not Hospital'. Run by the British Red Cross, the service works with hospital discharge, health and community reablement teams across the Borough to provide support to people following discharge from hospital or to prevent them being admitted to hospital, leading to speedier discharges, assisting people to remain independent in their homes and freeing up hospital beds.

- Those who use the service are supported according to their assessed needs and this is reviewed and monitored on a regular basis. People are also being encouraged to socialise and regain their independence. In the longer term it is hoped that the scheme will lead to improved quality of life, reduce health and social care interventions, increase personal

dignity, safety, independence and confidence.

- New 'Singing for the Brain' sessions were launched in March 2012 by the Council and the Alzheimer's Society, aimed at those suffering with memory problems to help build confidence through song. Research shows that singing stimulates the brain and memory, as well as relieving stress. There are currently more than 3,000 people with dementia in Havering and this is expected to reach 4,000 by 2021.

So far the initiative has been really successful, with the Romford sessions operating at full capacity each week. Sessions are now being held in Harold Hill and attendance is steadily climbing. The Council is also working with the Alzheimer's Society to offer a new peer support service that will enable residents who are facing the life changing challenges posed by dementia to share their experiences and help each other. The groups will enable people to come together to offer each other support, information and to reduce social isolation.

- In November, Family Mosaic began delivering the Council reablement service. Based in Romford, the new service, called the Havering Reablement Team or 'HaRT', will provide an intensive short term service to residents who have left hospital, to help them get back to their own home

and live independently. Some residents will also have the option to spend some time in temporary residence in sheltered housing at Royal Jubilee Court, which has 15 new reablement beds following the conversion of some empty sheltered units. So far the new service has delivered cashable savings of £750,000 per annum and increased contact time by 10%.

- The Council has introduced a new sat-nav style service for people with dementia. Called 'On Track', the Havering Telecare Centre based at Royal Jubilee Court has around 40 people using the watch-like GPS enabled device, which monitors a wearer's movements by tracking a signal and quickly locating them if they go missing. The devices, which are



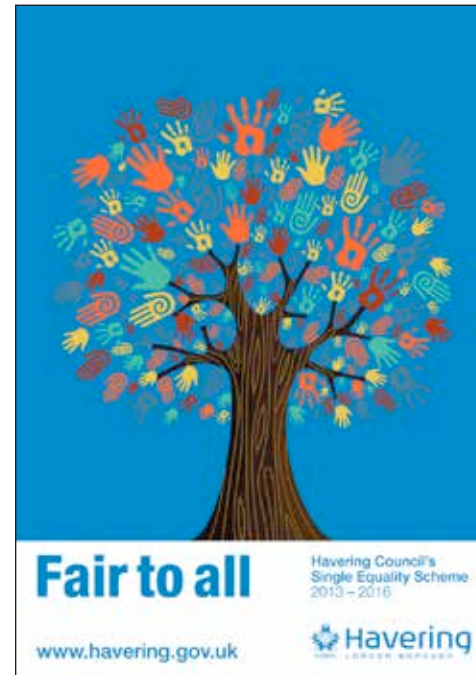
Indicator	Value	Target for 2012/13	Outturn for 2012/13
The number of telecare users in the Borough	Bigger is better	3,600	3,797
The proportion of people using social care who receive Self Directed Support	Bigger is better	60%	48.4%
The percentage of adult social care clients who receive a reablement service and then return within 91 days requiring an ongoing service	Bigger is better	7%	6.9%

Individuals

part of a wider assistive technologies project, are given to residents following an assessment by Social Care staff and have attracted interest from around the world after it was featured on the BBC and tweeted by more than 500,000 people. Enquiries have been received from as far away as New Zealand, as well as closer to home in London.

- An extra care housing scheme was completed in March providing 98 new extra care homes for people aged over 55. The scheme, which is located in Squirrels Heath, Gidea Park, was funded by the Homes and Communities Agency and East Thames, who have over 30 years' experience providing housing and support in East London and Essex. The development contains self-contained one and two bedroom apartments in a secure environment, with flexible support to meet the residents' care needs. There are also a number of new facilities including a hairdresser's salon, guest suite, resident lounge, a restaurant and terrace garden.

- In 2012/13, one of the main priorities of our Diversity Programme Team was to develop the Council's new Single Equality Scheme (SES). The SES is the key overarching strategic document which sets out the Council's aims and objectives for achieving and demonstrating compliance with the Equality Act, and for putting into practice the Council's commitment to being fair to all. The new SES builds on the achievements of the previous scheme, while being strengthened by an increased focus on 2011 Census demographic, diversity and socio-economic data analysis, three-month consultation with key stakeholders from across the local community and our workforce, and in-depth service plan equality mapping. The 2013-16 SES Action Plan and supporting Appendices can be found on the Council equality and diversity web pages.



Award Success

Havering's Banking Protocol, which enables bank staff to tactfully intervene when older and vulnerable customers seek to withdraw unusually large sums of cash, was shortlisted in the public/private partnership category of the Local Government Chronicle Awards 2013. Last year, the scheme, which aims to protect the savings of elderly and vulnerable people in the Borough from rogue traders, won the best public/private partnership scheme in the Association of Public Service Excellence Awards, and was highly commended in The Municipal Journal Achievement Awards.



Value - to deliver high customer satisfaction and a stable Council Tax

Providing efficient and effective services, whilst maximising funding for the Borough is central to the Council achieving its goals. As part of our transformation programme, the Council has been able to cut bureaucracy to improve the customer experience whilst also protecting frontline services.

Transforming the Way We Work

In response to reductions in Council budgets the Council has taken action to protect frontline services by reviewing back office functions and streamlining service delivery. Key to this has been the introduction of Oracle powered technology which has changed business processes and introduced new ways of working, rolling out a new self-service approach that reduces bureaucracy, paperwork and costs, whilst increasing efficiency. The technology also empowers staff and managers, giving them the tools and management information needed to run their services through a series of 'dashboards' on their computer.

Oracle powered technology is already used widely in the private sector and more and more local authorities are starting to use it. The standardisation means that there are more opportunities to share services with others and the Council is already

working with five other London Boroughs through a 'One Oracle' project. Use of this technology is part of a wider transformation programme at Havering, which is helping the organisation save £40 million by 2014 whilst protecting frontline services like libraries.

As well as changes to the back office, the Council has reviewed the ways in which customers access services to make it quicker and easier to contact the Council and make transactions. As part of the changes, a new Contact Centre, Customer Relationship Management (CRM) system and website have been developed working with the London Boroughs of Waltham Forest and Newham. As a result of this partnership working, the Council now has a three tier model of customer service delivery, with 80% of enquiries dealt with at the first point of contact. Our online services have been much improved, with a number of online service request forms now available for customers on the Apply/Pay/Report pages on the website and work is underway to deliver more online options for customers in stages, with a full web portal in place by August 2013.

Havering has been one of the first authorities to make use of other new technologies such as iPads, data telephony and remote access to improve efficiency and support flexible working, which reduces running costs and the amount of office floor space required for staff.

These changes have meant that the Council has been able to focus resources where it really needs them and maintain high standards of customer service, despite the cuts to budgets. The recent 'Your Council Your Say' Survey 2013 showed that just over three quarters (76%) of residents agreed that they are satisfied with their local area as a place to live and, since the 2011 survey, satisfaction with the majority of frontline services has also increased. For example, more than four fifths of residents reported being satisfied with the rubbish collection (85%), recycling (81%) and library services (81%) provided by the Council. Three quarters (75%) of residents were satisfied with parks and green spaces, and more than half were satisfied

with cleaning the streets (57%). This is re-enforced by the high number of compliments the Council receives each month about our frontline services:

'After talking to a member of staff about my Housing and Council Tax benefit I felt extremely reassured and I would like thank that person for their professional answers and kindness'

'I was really impressed with how professional the service was'

'I have always found the people in the Public Advice and Service Centre (PASC) very helpful – if they had not taken the time to help me I would not have been able to get through a very difficult time'



Value

More Value highlights in 2012/13:

- The Council achieved £8.9 million in savings in 2012/13 and is on track to deliver the required £40 million by 2014. This has been achieved whilst also agreeing to freeze Council Tax in 2013/14 for the fourth year running. The Council will continue with the savings programme post 2014 in response to further projected funding cuts from 2015/16, finding more cost-effective ways of running the Council and delivering the best outcomes for residents with less money.
- Havering was one of the first London Boroughs to undertake a local government 'peer challenge' in October. Senior Officers and Members from other local authorities and Members of the Local Government Association made up the 'peer' team. The group reviewed the Council's strategic direction, as well as examining its leadership and financial resilience. It concluded that the Council's £40 million four year savings plan, which was launched in 2010, was on track to protect frontline services whilst making the Council more efficient in order to meet savings targets. Peers also highlighted how the Council had transformed over the last few years by adopting new ways of working, reducing bureaucracy and using technology innovatively.

- In October, the Council successfully retained its Investors in People (IiP) award, a quality standard that recognises the best staff management practices. The award is the only quality standard in the UK which focuses on people and meeting it gives Havering not only the opportunity to compare its practices with other organisations but also to make sure that our management practices continue to develop for the benefit of our staff. Achieving the award shows that despite the volume of change and the complex and difficult times the Council is operating in, we are doing our best to provide the right tools, information and support to maximise the potential of our most important asset – the people who work here.
- The Council marked the 10th anniversary of the Public Advice and Service Centre (PASC) in June 2013. Based in Romford Town Centre, the PASC was introduced by the Council in 2003 with the sole aim of making its services more accessible under one roof for local residents. Over the years the PASC has updated the way it serves residents; access to services is now also available on the Council's website (www.havering.gov.uk) and residents can find information, apply and pay for services and report issues online, 24 hours a day, seven days a week. Access to the internet and self-service is also

available in the PASC at six kiosks, with staff on hand to help residents use them. The PASC also provides the opportunity to speak to an advisor if they wish to do so.

- In response to the Government's Welfare Reforms, the Council has put in place a number of initiatives to help residents with the changes. A Welfare Reform working group has been set up to plan how the Council can help people affected and a cross-service Welfare Reform Advice and Support Team has been established. The team consists of officers in the Council's Housing Management Service, Private Housing Solutions Specialist Advice Team and the Local Citizens Advice Bureau. Each case is looked at individually and the appropriate financial and employment advice and support is provided.



- The Council has increasingly used Customer Insight tools to understand more about our customers' needs, expectations, behaviours and experiences, and used this information to target our services and communications around the needs of different customer groups. A core part of this has been the use of customer segmentation, working with our commercial partners Experian plc. to build an innovative bespoke customer profile for every household in the Borough. Recent examples include increasing the number of foster carers, telecare and telehealth take-up and direct debit payments.

- As part of a London Benchmarking Group, the Council was recently rated joint top Borough for the quality of data in Housing Benefit Processing – no errors in Council processes and practices were identified.

- Under the new Blue Badge Scheme which came into force in March, the Council is now responsible for administering Blue Badges, which make it easier for disabled people to park closer to their destination. Eligibility is administered through an initial application to the Council, and if appropriate, a mobility assessment is carried out by an Occupational Therapist at Council offices. Staff in Customer Services have undertaken this new role, with no impact to existing services, and have received compliments from customers for the way the application process is handled.



Award Success

In January 2013, the Council's transformation programme, 'Havering 2014' was shortlisted in the Business Transformation category at the Local Government Chronicle Awards for delivering millions of pounds in savings without cutting frontline services.



Award Success

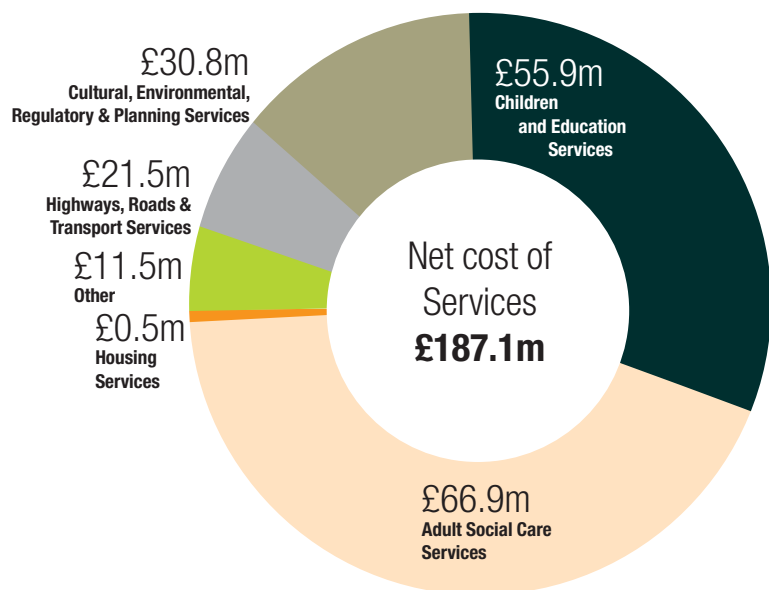
The Council was a Bronze Award winner in the 'Council of the Year' category at the Improvement and Efficiency South East (IESE) Awards in March, which celebrates the achievements and transformation of public services in difficult times.

Our Finances

This section provides information from the Council's Statement of Accounts for 2012/13¹.

A copy of the full Statement of Accounts is scheduled to be available in late September and will be available on the Council's website.

Net Cost of Services



Public Health joined the Council in April 2013, therefore the organisational finances in 2012/13 do not include this service.

¹ Based on draft accounts which are subject to external audit in September. This report will not be published on the website until the audit is complete and any subsequent changes can be made.

Comparison of Havering Council's formula grant to other outer London boroughs

	Formula Grant £m	Estimated Population	Grant per person £
Havering	51.353	239,279	215
Newham	202.749	238,581	850
Barking & Dagenham	99.013	176,960	560
Redbridge	93.642	276,911	338
Bexley	60.513	230,597	262
Bromley	59.636	317,936	188
Outer London	1,831	5,033,467	364

The amount of formula grant Havering has received in previous years has been significantly lower compared to our neighbouring authorities and the London average. The figures relating to 2012/13 are set out in the table above.

The indicators used in apportioning the formula do not reflect the demographics of the Borough. In contrast, the amount of grant Havering received through un-ringfenced and specific grants has been more reflective of the demographics as the data used to allocate this funding is based on actual caseload, population etc.

Cost of Council Services

This statement sets out the cost of running Council services in 2012/13. It shows where the money came from to finance the costs and any surplus deficit at the end of the financial year.

Gross expenditure, gross income and net expenditure of continuing operations	£000s Gross Expenditure	£000s Gross Income	£000s Net
Central Services to the Public	10,888	(4,450)	6,438
Cultural, Environmental, Regulatory and Planning Services	43,190	(12,337)	30,853
Children's and Education Services	205,802	(149,847)	55,955
Highways, Roads and Transport Services	27,019	(5,554)	21,465
Other Housing Services	118,017	(117,501)	516
Local Authority Housing (HRA)	66,938	(66,985)	(47)
Adult Social Care Services	79,759	(12,855)	66,904
Corporate and Democratic Core	5,461	(270)	5,191
Non-Distributed Costs	1,437	(1,592)	(155)
Cost of Services	558,511	(371,391)	187,120
Other Operating Expenditure	—	—	40,844
Financing and Investment Income and Expenditure	—	—	18,794
Surplus or Deficit on Discontinued Operations	—	—	—
Taxation and Non-specific Grant Income	—	—	(218,731)
(Surplus) or Deficit on Provision of Services	—	—	28,027
Surplus or Deficit on Revaluation of Property, Plant and Equipment Assets	—	—	(18,905)
Surplus or Deficit on Revaluation of Available for Sale Financial Assets	—	—	—
Actuarial Gains / Losses on Pension Assets / Liabilities	—	—	41,720
Other Comprehensive Income and Expenditure	—	—	22,815
Total Comprehensive Income and Expenditure	—	—	50,842

Our Performance

The Council closely monitors its performance throughout the year against the following indicators to inform key decisions and to ensure progress is made towards achieving our Corporate Goals and ultimately our Living Ambition Vision.



Environment *to ensure a clean, safe and green borough*

Strategic Outcome	Indicator	Value	Target for 2012/13	Outturn for 2012/13
Local people more involved in keeping the local environment clean, tidy and safe	The percentage of fly posting	Smaller is better	1%	0%
	The number of fly tip incidences	Smaller is better	2,704	2,842
	The percentage of residents who feel local streets are clean and tidy	Bigger is better	74%	78%
The percentage of flyposting remains better than target and the number of fly tip incidences has improved by 4% compared to last year. The 2013 'Your Council Your Say' Survey revealed that 78% of residents said that their local streets are clean and tidy (an increase of 4% points from 2012). This can be largely accredited to the Cleaner Havering Campaign which was aimed at addressing resident priorities to make the Borough a safer and more pleasant place to be.				
Low rates of crime and the perception of crime	The number of residential burglaries reported	Smaller is better	1,909	2,101
	The number of anti-social behaviour incidents reported	Smaller is better	5,970	5,431
The Council works with various partners to keep crime to a minimum in the Borough. The Council and its partners were successful in achieving the target for the number of anti-social behaviour incidents reported. The number of residential burglaries has seen an increase across East London and local authorities are working together to address this for 2013/14.				
Increased recycling rates and reduced waste and landfill	The amount of residual household waste per household	Smaller is better	645 kg	640 kg
	The percentage of household waste sent for reuse, recycling and composting	Bigger is better	36%	35%
The Council was successful in reducing the amount of residual household waste per household this year. Whilst we were slightly below target for the percentage of household waste sent for reuse, recycling and composting, the service will continue to encourage residents to recycle more and put their waste out for collection in the correct bags. Where there are problems with this, the service will investigate and take the appropriate action.				
Reduced impact on climate change	Greenhouse gas emissions from local authority own estate and operations	Smaller is better	TBC tonnes	TBC tonnes
TBC.				

Our Performance



Learning *to champion education and learning for all*

Strategic Outcome	Indicator	Value	Target for 2012/13	Outturn for 2012/13
First class learning opportunities for children and young people	The percentage take up of an Early Education Entitlement placement for 3 and 4 year olds	Bigger is better	90%	96%
Take up of Early Education Entitlement is 96% for 2012/13, significantly above target. From September, Early Education Entitlement will be extended to some two-year-old children and the Council is already well placed to deliver these extra placements.				
Council resources focused on schools and pupils who need our support most	The number of schools where fewer than 60% of pupils achieve Level 4 or above in both Maths and English	Smaller is better	0 (2011/12 academic year)	0 (2011/12 academic year)
Good education and training opportunities for young people	The percentage of 16-19 year olds (school years 12-14) who are not in education, employment or training	Smaller is better	5.1%	4.6%
	The number of apprentices recruited in the borough	Bigger is better	460 (2011/12 academic year)	563 (2011/12 academic year)
Throughout the year the Council has worked with partners to provide advice, guidance and targeted intervention to young people who are not in education, employment or training (NEET) and increase the number of apprentices recruited.				

Our Performance



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

Strategic Outcome	Indicator	Value	Target for 2012/13	Outturn for 2012/13
Housing that local people can afford and best use of Council social housing for those in greatest need	The number of affordable homes delivered	Bigger is better	250	487
	The percentage of decent Council homes	Bigger is better	58.4%	58.7%
As part of the Mayor's Housing Strategy, the Council aims to deliver 750 new affordable homes by March 2014. In 2012/13 the Council delivered 487 homes, above the 250 target. The Council also has an agreed delivery plan with the Homes and Communities Agency to bring housing up to the Decent Homes Standard, defined as being wind and weather tight, warm and having modern facilities. Again we were above target for this indicator.				
Increase inward investment and support for local business to achieve economic growth	The number of businesses accessing advice through regeneration initiatives	Bigger is better	600	847
In 2012/13 the Council provided advice to businesses through a number of channels including business EXPO events, procurement workshops, business start-up workshops and Fit for Legacy diagnostics, which helps medium and small sized businesses take advantage of new market opportunities in the East London and Thames Gateway area.				
Local people are actively involved in place shaping and the co-production of services to meet community needs	The percentage of residents' satisfaction with the area as a place to live	Bigger is better	76%	76%
Cohesive communities where people work together to address neighbourhood issues	The proportion of residents who feel that people get on well together within their neighbourhood	Bigger is better	71%	66%
Culture and leisure play a key part in community life and Havering's heritage and history is celebrated	The percentage of residents' satisfaction with library services	Bigger is better	82%	81%
	The percentage of residents' who feel their local park is clean and tidy	Bigger is better	73%	87%
In 2013, the Council asked residents for their views in the second 'Your Council Your Say' Survey. The results from this survey showed that reducing crime and anti-social behaviour and maintaining roads and pavements were top priorities for the Council to address.				

Our Performance



Individuals *to value and enhance the lives of our residents*

Strategic Outcome	Indicator	Value	Target for 2012/13	Outturn for 2012/13
Holistic and integrated services that are tailored to the needs of the individuals or family and targeted at those who most need our help.	The percentage of placements lasting at least two years	Bigger is better	75%	63%
	<p>A very challenging target was set for this indicator and although performance was below target, it has improved significantly since 2011/12 when the outturn was 49%. In 2013/14, the service will continue the drive to recruit more foster carers to increase placement choice and improve processes to increase the number of placements lasting at least two years.</p>			
Improved choice and control over the health and social care people receive, including community based support	The percentage of people using social care who receive self-directed support	Bigger is better	60%	48.4%
	The percentage of residents who give up their time to volunteer	Bigger is better	N/A	25%
<p>The Council works with partners to provide information, advice and services which emphasise greater choice, independence and control. Although we are below target, good progress has been made this year in increasing the number of social care clients who receive self-directed support.</p> <p>The 2013 'Your Council Your Say' survey revealed that 25% of residents that responded give up time to volunteer in their local area. The survey also showed that residents aged 16-24 and 65-74 are most likely to volunteer.</p>				
Partnership working to ensure access to the best possible health and care services	The number of extra care housing within the borough	Bigger is better	216	186
	The percentage of adult social care clients who receive a reablement service and then return within 91 days requiring an ongoing service	Smaller is better	7%	6.9%
	The number of Careline and Telecare users in the Borough	Bigger is better	3,600	3,797
<p>The Council works hard to ensure vulnerable adults remain independent for as long as possible. The number of adults using Careline and Telecare has continued to increase throughout the year and the number of adults who have received a reablement service returning within 91 days is above target.</p>				

Our Performance



Value to deliver high customer satisfaction and a stable Council Tax

Strategic Outcome	Indicator	Value	Target for 2012/13	Outturn for 2012/13
High customer satisfaction with the Council	The percentage of Council Tax collected	Bigger is better	97%	97%
	The percentage of NNDR collected	Bigger is better	97%	96.1%
	The amount of avoidable contact	Smaller is better	8%	4.5%
	The percentage of residents who feel informed about what the Council does	Bigger is better	45%	42%
Customer satisfaction is a priority for the Council. The amount of avoidable contact is well below target and at the end of 2012/13, Council Tax collection was at a 6 year high.				



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