

CABINET

7.30 p.m.

Wednesday
20 June 2007

Council Chamber
Town Hall

Members 10: Quorum 5

Councillor Michael White

Leader of the Council (Chairman)

Councillor Steven Kelly (Deputy Leader)

Sustainable Communities & Health

Councillor Michael Armstrong

Housing & Regeneration

Councillor Peter Gardner

Public Safety

Councillor Andrew Curtin

Public Realm

Councillor Barry Tebbutt

StreetCare & Parking

Councillor Paul Rochford

Environmental & Technical Services

Councillor Eric Munday

Performance & Corporate

Councillor Roger Ramsey

Resources

Councillor Geoffrey Starns

Children's Services

***For information about the meeting please contact:
Ian Buckmaster (01708) 432431 ian.buckmaster@havering.gov.uk***



Cabinet, 20 June 2007

1. HEALTH AND SAFETY

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2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting of the Cabinet can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

Although members of the public are welcome to attend meetings of the Cabinet, they have no right to speak at them.

The Chairman has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Committee Officer before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

Cabinet, 20 June 2007

AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE (if any) - receive.

3 DECLARATION OF INTERESTS

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

4 MINUTES

To approve as a correct record the minutes of the meeting held on 16 May 2007, and to authorise the Chairman to sign them

5 BEST VALUE PERFORMANCE PLAN 2007

6 THE HAVERING MUNICIPAL SOLID WASTE MANAGEMENT STRATEGY 2006-2020 – ANNUAL REPORT

7 HOUSING STRATEGY UPDATE 2007 – 2010

8 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

9 HAVERING PRIMARY CARE TRUST – AGREEMENT TO A PROTOCOL REGARDING PLACEMENT COSTS

10 CHILDREN'S TRUST

Cheryl Coppel

Cabinet, 20 June 2007

Chief Executive

Cabinet, 20 June 2007



MINUTES OF A CABINET MEETING
Havering Town Hall, Romford
Tuesday, 16 May 2007 (7.30pm – 8.30pm)

Present:

Councillor Michael White, Leader of the Council, in the Chair

Cabinet Member responsibility:

Councillor Steven Kelly (Deputy Leader)	Sustainable Communities
Councillor Michael Armstrong	Housing & Regeneration
Councillor Andrew Curtin	Public Realm
Councillor Peter Gardner	Public Safety
Councillor Eric Munday	Performance & Corporate
Councillor Roger Ramsey	Resources
Councillor Paul Rochford	Environmental & Technical Services
Councillor Geoffrey Starns	Children's Services
Councillor Barry Tebbutt	StreetCare & Parking

Councillors June Alexander, Clarence Barrett, David Charles, Keith Darvill, Gillian Ford, Linda Hawthorn, Andrew Mann, Barbara Matthews, John Mylod, Fred Osborne and Jeffrey Tucker

3 members of the public and a representative of the press were also present.

All decisions were agreed with no vote against.

Councillor Andrew Curtin declared an interest in the matter referred to in minute 95.

On behalf of the Chairman, those present were reminded of the action to be taken in the event of an emergency.

94 **MINUTES**

The minutes of the meeting held on 1 May 2007 were agreed as a correct record and were signed by the Chairman.

95 **REPORT OF THE ENVIRONMENT OVERVIEW AND SCRUTINY RENEWABLE ENERGY TOPIC GROUP**

Councillor Andrew Curtin declared a personal interest, as Chairman of the board of Homes in Havering.

Councillor Michael Armstrong, Cabinet Member for Housing & Regeneration, introduced the report

The Environment Overview & Scrutiny Committee had established a Topic Group to scrutinise the policy and performance of renewable energy in Havering. Within the scope of its review, the group aimed to establish the following:

- Current use of renewable energy in the Borough
- Ways to improve and encourage use of renewable energy in Havering

The Topic Group sought examples of good practice to include in the review, drawing upon a broad range of information sources in order to enhance its understanding of current strategies and innovative approaches to increase and improve renewable energy in Havering.

Having considered a range of options, the group decided to focus on the potential for solar water heating in the domestic setting. This form of renewable energy would be easily be installed into existing dwellings and would thus be accessible to Havering residents. Solar water heating had already become established as one of the three most worthwhile energy saving measures that could be applied to conventional wet central heating systems (i.e. those with boilers and radiators), as fitted in around 85% of the dwellings in the borough. Following discussions with the Housing Service and Homes in Havering, the Topic Group therefore proposed a pilot scheme for the installation of solar hot water panels onto a number of suitable council owned dwellings within an agreed area. A sum of £60,000 could be made available from the £275k budget proposed for the Housing Capital Energy Efficiency Programme for 2007/08 for the pilot scheme.

The objective of this proposal was to promote the use of solar hot water as a realistic supplementary energy generation source for the householders and to evaluate the potential benefit for wider application in social housing. As part of the proposed pilot, where an initial survey of an individual property indicated that the existing levels of insulation can be improved, measures would be carried to make these improvements as part of the project.

The Topic Group's conclusions and recommendations are set out in Appendix 1 to these minutes.

Reasons for the decision:

The Environment Overview & Scrutiny Committee Topic Group report on renewable energy was referred to Cabinet for consideration.

Other options considered:

No alternative had been considered.

Members were assured that funding would be available for the scheme. The pilot scheme was merely the start of what could be a much larger programme: grant aid was available to the public to install such equipment in most properties.

Cabinet accepted the recommendations of the Topic Group:

- 1 That a pilot scheme of installing solar hot water systems to approximately 30 suitable council owned dwellings be instigated.**
- 2 That agreement be confirmed with the Housing Service and Homes in Havering that £60,000 of the proposed Housing Capital Energy Efficiency budget for 2007/08 be allocated for this purpose.**
- 3 That, for all recommendations adopted by Cabinet, the relevant Head of Service report back to the Overview and Scrutiny Committee at its first meeting after three months have elapsed since Cabinet adoption, giving an update on the implementation of these recommendations, the Overview and Scrutiny Committee to decide if further updates are needed beyond this.**

96 **CLIMATE CHANGE STRATEGY**

Councillor Michael Armstrong, Cabinet Member for Housing & Regeneration, introduced the report

In April 2006, Cabinet had agreed the Climate Change Strategy Scoping Report that set out proposals for the development of a Climate Change Strategy and in December, the Consultation Climate Change Strategy, which was used as a draft strategy to consult with internal and external stakeholders, had been approved.

The results of the public consultation on the Climate Change Strategy were now reported, with details of the responses received and officers' comments on them. Proposals for the modification of the Strategy in light of the recommendations were now submitted.

Cabinet noted that the purpose of the Climate Change Strategy was to ensure that the Council met the expectations of Government, of its partners and of the local community in addressing climate change; to act as an umbrella document signposting the various internal strategies already in place that relate to climate change; and to provide a proactive framework to action for the relevant Council departments.

Reasons for the decision:

As a result of the Strategic Environmental Assessment Directive, Comprehensive Performance Assessment, government guidance on climate change, the Climate Change and Sustainable Energy Act, the forthcoming Climate Change Bill, the Local Government White Paper, Environment Overview and Scrutiny Climate Change Sub-group's recommendations, and so on, it was recommended that the Climate

Change Strategy be approved, with the changes resulting from the consultation, to coordinate the Council's response to Climate Change.

Other options considered:

- i) To agree to some of the changes to the Climate Change Strategy generated as a result of the consultation.
- ii) Not to agree to any of the changes to the Climate Change Strategy generated as a result of the consultation at the present time. This would reduce the Council's capacity to respond to future requirements for it to act on climate change.

Members welcomed the Strategy and its approach to putting climate change issues at the heart of the Council's activities but considered that more detail was needed for examination by the Environment Overview & Scrutiny Committee.

Cabinet agreed:

1. **That, having considered the comments provided by the consultation process, the changes proposed to the Climate Change Strategy as a result of the consultation be adopted.**
2. **That the Climate Change Strategic Working Group develop the Climate Change Action Plan in response to the recommendations in the Climate Change Strategy.**
3. **That the Climate Change Action Plan be brought to Cabinet for approval before November 2007.**

97 **PARKING MANAGEMENT STRATEGY**

Councillor Barry Tebbutt, Cabinet Member for StreetCare & Parking, introduced the report

Cabinet was invited to consider a proposed strategy to improve the operational and financial management of the parking service, covering off-street parking (car parks), on-street parking and parking enforcement.

The report emphasised the strategic importance of parking management to maintaining the vitality of shopping areas, contributing both to the continued commercial success of the borough's town centres and to highway safety by ensuring sensitive areas of highway were kept clear of obstruction, improving sightlines for motorists, cyclists and pedestrians.

Whilst acknowledging that parking enforcement was not always welcomed by drivers, the report pointed out that it was essential to ensure that roads remained clear from obstruction, allowing residents and visitors unhindered travel either by car or public transport. Additionally, it supported residents, through Controlled Parking Zones, by facilitating parking in areas where they resided by eliminating commuter parking. Disabled access to shops and services was also enhanced through parking enforcement as it kept clear areas set aside for disabled people's use.

Parking strategy had last been revised by Cabinet in September 2004. A review was now recommended, for a number of reasons including changes in parking and traffic management legislation and the need to modernise and improve on street parking enforcement and car parking operations.

The parking management strategy had been prepared against the background of the network management strategy and other key Council documents such as the Local Development Framework (LDF) and the Local Implementation Plan (LIP). Cabinet was reminded that the 'Vision' of the LDF committed the Council to ensuring that the borough had

'a first class, integrated system for getting people around the borough that will provide choice, reduce the need to travel and promote healthier lifestyles and improve the quality of life for all sections of the community, including those who are less mobile and people with impairments'

and that

'.....Provision will continue to be made for cars in the recognition that people will continue to use them for travel, particularly in the suburbs but overall traffic growth will be falling and many more people will choose to walk and cycle'.

The LIP reinforced this and brought forward a comprehensive range of programmes and proposals aimed at improving public transport provision, the promotion of cycling and walking, environmental and road safety enhancements and school travel plans. Car park income was mostly generated from charging for the use of car parks in Romford, although a small season ticket parking income was received from Balgores Square in Gidea Park. There were also on-street parking meters in Romford and on-street disc parking bays in most outlying town centres and controlled parking zones in many centres, including residents' and business permits and other paid-for parking. Free parking was generally, but not exclusively, available at car parks in outlying town centres where the only control was length of stay.

The report invited Cabinet to consider issues relating to off-street parking (car parks), on street parking and parking enforcement, operations and administration.

Reasons for the decision:

The recommendations in the report were designed to clarify Council policy on a number of issues, to modernise elements of the service and to provide a longer term framework for the management of the service.

Other options considered:

A range of alternative options available and considered was set out in the report.

Following presentation of the report, the Leader of the Opposition stated that her Group found the proposals unacceptable. A number of issues arising from points in the report were discussed, including the scope of consultation on the initiatives proposed in the report, the likely impact of the changes on local shopping centres in the borough and the effect on holders of disabled persons' Blue Badges. It was accepted that the Environment Overview &

Scrutiny Committee would look at the details of the proposals as they came forward.

Cabinet agreed:

1. That the current situation regarding car park charging as set out in the report be noted.
2. That the relevant weekday tariffs be applied to Sunday parking within all Council car parks.
3. That a modest charging regime (20p for first 2 hours, increasing thereafter as detailed in the report) be introduced within outlying car parks in order to restrict long term parking whilst not deterring local shoppers.
4. To note that the review of the car park portfolio has been completed and that a review of staff parking policies is underway and due to report in November 2007.
5. That the current use of outlying car parks be retained, but subject to a strict regime of parking enforcement to discourage commuter parking.
6. That the approved proposals in the Hornchurch Urban Strategy be coordinated with other developments to ensure that the overall provision of parking in the town centre is maintained at a suitable level for future and existing needs.
7. That the parking service assess the Council's car parks within the coming months to identify what physical improvements are required at each location to achieve ParkMark accreditation for each site over a phased basis.
8. That solar powered Pay & Display machines be used wherever possible and that, subject to funding being in place, the phased replacement of ageing Pay & Display equipment be implemented.
9. To note that a KPI of 'net income per space' has been adopted and will be monitored for each car park site.
10. In principle, that on-street parking restrictions and charges for on-street parking be extended to include Sundays on a phased basis within those streets adjacent, or in proximity, to existing car parks, provided that there is clarity as to which roads are restricted, and that the Regulatory Service Committee be invited to progress the appropriate traffic orders.
11. In principle, that single use scratch cards be introduced to replace the existing customer handwritten visitor permits and that the Regulatory Service Committee be invited to progress the appropriate traffic orders.

12. That a study be undertaken to assess the impact of linking parking permit charges to vehicle emission levels and a further report produced for Cabinet in due course.
13. In principle, that it be agreed that residents in CPZs be offered opportunity to purchase permits for second and third cars and that differential charging be adopted for residential permits in accordance with the proposals outlined in Appendix C of the report, and that the Regulatory Service Committee be invited to progress the appropriate traffic orders.
14. In principle, that, with proper and verifiable evidence, carers be allowed to purchase one of the Council's Health and Home Care Permits.
15. In principle, that a Discretionary Permit be introduced and qualification criteria amended to assist in the purchase of permits to those who otherwise would not qualify for a permit, to address a short term emergency.
16. In principle, that the limit set on the purchase of Visitor permits be harmonised and increased yearly by 50% to accommodate increasing demands from residents, and that the Regulatory Service Committee be invited to progress the appropriate traffic orders.
17. In principle, that the Officer on Duty permit be extended to other council officers undertaking statutory duties.
18. In principle, that amendments be made to the terms of issue of Parking Waivers as set out within the report.
19. That an administration charge of £10.00 be levied for the replacement of all lost or stolen permits, or re-issue due to change of permit holder details, sufficient to recover costs.
20. In principle, that the replacement of disc parking bays with pay and display machines be considered where it is estimated that the cost of installation can be recovered within 2 years, and that the Regulatory Services Committee be invited to progress the appropriate traffic orders.
21. That the Governance Committee be invited to recommend to the Council that authority be delegated to Head of Technical Services, in consultation with the Cabinet Member (StreetCare & Parking), to determine schemes for the removal of grass verges in favour of footway parking on the merits of individual cases, noting that the general practice of not removing grass verges should otherwise remain in place.
22. That the Governance Committee be invited to recommend to the Council that authority be delegated to the Head of Technical Services in consultation with the Cabinet Member (StreetCare & Parking) to deal with requests for:

- 'At any time' waiting restrictions at junctions and bends for a distance of up to 15 metres
 - advisory white road marking such as 'Keep Clear' markings and 'T' bar marking
 - changes to all types of parking restrictions in relation to accommodating new vehicle crossover applications
 - changes to all types of parking restrictions in relation to temporary and permanent accesses to new developments
 - dispensations from charging for traffic orders required for special events
23. That the Council adopt the standards set out within the latest Inclusive Mobility guidance, subject to consultation with the Head of StreetCare.
24. That a further report on the enforcement of Moving Traffic Contraventions under the Traffic Management Act 2004 be considered at a future Cabinet meeting.
25. That a fixed £2.00 charge be introduced for each new, renewed or replacement Blue Badge.
26. That the current provision and demand for disabled bays be reviewed across Council car parks and on street and additional provision be made where any shortfall is identified.
27. In principle, that free parking be available for those Blue Badge holders who automatically qualify for inclusion in the scheme, but that normal charges be applied to other Blue Badge holders using Council car parks, and that the Regulatory Service Committee be invited to progress the appropriate traffic orders.
28. That a suitable scale of charges be introduced for the costs of temporary traffic orders and temporarily suspending traffic orders to accommodate special events – the charges to be approved by the Cabinet Member (Resources).

98 **CLOCKHOUSE INFANT AND JUNIOR SCHOOLS – PROPOSED AMALGAMATION FROM SEPTEMBER 2007**

Councillor Geoff Starns, Cabinet Member for Children's Services, introduced the report

The Council had been supporting amalgamation of infant and junior schools as opportunity arose through an organic approach since the early 1990s. The current policy on the issue was set out in Havering's Schools Organisation Plan.

Certain actions, such as in this case the retirement of the Junior school head teacher, would trigger a review of whether the Council considered that it would be appropriate to consult on the amalgamation of the schools.

Having considered the preliminary case for the Clockhouse Schools, the Council had decided that it would be beneficial to consult on amalgamation by discontinuing the Junior School and changing the character of the Infant School so that it becomes a 3FE all through 3-11 primary school. In the context of the Education and Inspection Act, this provided a less complex route than closing both schools and opening an entirely new school.

During March and April 2007 consultation had taken place with all stakeholders and the report set out the result of that consultation.

Reasons for the decision:

In accordance with established policy, amalgamation of schools was considered whenever opportunity to do so arose.

Other options considered:

The alternative to amalgamation was to retain the two schools as separate institutions.

Cabinet agreed that the proposal to issue a Public Notice to initiate formal consultation on the proposal to discontinue Clockhouse Junior School and extend the age-range of Clockhouse Infant School so that it becomes a Primary School, be approved.

99 **AWARD OF PHOTOCOPIER CONTRACT**

Councillor Roger Ramsey, Cabinet Member for Resources, introduced the report

Subsequent to the consideration by Cabinet of a report in the award of this contract in February, an oversight in the method used to evaluate the quality scores contained within that report had come to light. An error in the scoring of bids had resulted in double counting, which was not permitted under European Union rules. The error was noted before appropriate notices of the award of contract had been given.

The contract was to be entered into on behalf of the London Contracts Supplies Group (LCSG), which includes representatives of most of the London Boroughs, Metropolitan Police and London Universities, and which worked in partnership to obtain the best value for the supply of various goods and services. The existing contracts for the supply of Photocopiers had been awarded in June 2002 and were to expire on 31 May 2007. Each participating LCSG member managed its own contracts independently, selecting the contractor it wished to use from those listed as a result of this exercise.

The Council was the lead borough for this Contract, managing it remotely.

Reasons for the decision:

To ensure that the Council and other members of the LCSG have cost effective and value for money contracts awarded for the provision of photocopiers from 1 June 2007.

Other options considered:

- That contracts were not awarded and each LCSG participant enter into individual arrangements with suppliers. Corporate contracts, however, provided a framework for fixed costs and agreed levels of service, repair and response, the target response to attend all faults being less than four hours.
- That service users source their own equipment in the wider marketplace. This would, however, create a situation whereby the less reputable companies in this market would be provided with an opportunity to sell to the Council and/or the LCSG. There are a number of companies that approach Councils to provide equipment but past experience had shown that the true cost of sourcing equipment this way was more expensive than a corporate contract.

There was no option to extend the existing contracts.

Cabinet:

1. **Noted that the second stage evaluation had been revisited in order to rectify a mistake made in the original evaluation process.**
2. **Agreed that the decision taken at its meeting on 14 February 2007, to award framework contracts for the provision of photocopiers to (i) NRG/Ricoh, (ii) Astron and (iii) Annodata, be rescinded.**
3. **That three framework contracts for the provision of photocopiers be awarded to (i) NRG/Ricoh, (ii) Konica/Minolta and (iii) Annodata, as detailed in the report now submitted.**
4. **That the remaining decisions on this matter at the meeting on 14 February, 2007 continue in effect.**

100 **PRE-TENDER FOR THE BUILDING DEVELOPMENT WORKS AT REDDEN COURT SCHOOL**

Councillor Geoff Starns, Cabinet Member for Housing & Regeneration, introduced the report

Following a successful Targeted Capital bid in 2005/6 to the Department for Education and Skills for £4.8 million to develop the accommodation at Redden Court School, a scheme had been produced to transform the school's very poor quality accommodation. The Council would in addition provide at least 20% of the total scheme cost, and funds of £1.5 million had already been earmarked from capital receipts from the disposal of the Gobions School site, making the total available funding of £6.3 million.

The school had recently received Maths and ICT specialist school status. Refurbishments and improvements for these two curriculum areas had also been included within the scheme, and the school had provided £350,000 from its own resources to assist in funding the work.

The project would provide, from a very low base position, high quality facilities designed to enable the school to raise standards significantly. The work would be carried out in 3 phases over a 3 year programme to provide: new two-storey accommodation for design technology, music, dance, drama, art and associated preparation rooms; a new single storey building for a new administration area and a multi-use hall which will also be used for dining, together with a kitchen area, and specialist ICT rooms to meet the needs of the school's Maths and ICT Special School status; and refurbishment of the existing accommodation including converting the released design technology workshops to science laboratories and the removal of the current dining block.

Reasons for the decision:

The decisions sought would allow tenders to be invited for the proposed works at Redden Court School.

Other options considered:

An alternative to undertaking all of the proposed work at Redden Court School would be to reduce the amount of work included. Although this would be possible, as the DfES funding requires the Council to contribute at least 20% of the cost, the amount of DfES funding would correspondingly decrease. It would also leave the school with accommodation still in need of significant improvement.

Cabinet agreed that, subject to DfES funding approval, the tendering for the building development works at Redden Court School at an estimated cost of £5.795 million plus technical fees of £760k, making a total estimated cost of £6.550 million, be approved.

**APPENDIX 1
(Minute 95)**

**REPORT OF THE ENVIRONMENT OVERVIEW AND SCRUTINY
RENEWABLE ENERGY TOPIC GROUP**

CONCLUSIONS

There is considerable opportunity for the council to promote the use of renewable energy within the borough. The recently adopted Sustainable Energy Strategy shows that energy use is high on the Council's agenda as part of its growing commitment to the wider 'green' agenda. The proposed pilot project will show that the Council is leading by example in promoting the further use of this form of renewable energy to the wider community.

Not only will the proposed pilot project reduce the fuel bills of the tenants involved but will also allow it to evaluate the potential for increasing this type of technology within its own housing stock.

RECOMMENDATIONS

In order to address the above findings and conclusions, the Topic Group requests Cabinet to consider the following recommendations:

1. That a pilot scheme of installing solar hot water systems to approximately 30 suitable council owned dwellings be instigated.
2. That agreement be confirmed with the Housing Service and Homes in Havering that £60,000 of the proposed Housing Capital Energy Efficiency budget for 2007/08 be allocated for this purpose.
3. For all recommendations adopted by Cabinet, the relevant head of service to report back to the Overview and Scrutiny Committee at its first meeting after three months have elapsed since Cabinet adoption, giving an update on the implementation of these recommendations. The Overview and Scrutiny Committee to decide if further updates are needed beyond this.



MEETING	DATE	ITEM
CABINET	20 JUNE 2007	5

Cabinet Member:
Cllr Eric Munday

Relevant Overview & Scrutiny Committee:
All

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: BEST VALUE PERFORMANCE PLAN 2007

SUMMARY

The Local Government Act 1999 requires all best value authorities to prepare an annual Performance Plan as a key element of delivering best value. It should include details of the previous year's outturns as well as targets for both the current year and the subsequent two years

Havering's approach to Best Value is supported by its strategic and financial planning process, which links the Corporate Plan, the Medium Term Financial Strategy, and the Performance Plan, to ensure all staff are working to improve the quality of life of Havering's residents.

RECOMMENDATION

1. To note the (unaudited) outturns being reported to the Audit Commission for both the statutory Best Value Performance Indicators (BVPIs) and a selection of the locally collected performance indicators (LPIs);

2. To endorse the improvements in performance targets being set by services for 2007/08 and the subsequent two years;
3. To recognise that some of these outturns may be subject to change before final publication of the Performance Plan on 30 June 2007.

REPORT DETAIL

1. Background

- 1.1. The Local Government Act 1999 requires all best value authorities to prepare an annual Performance Plan.
- 1.2. This is one of the duties under the Best Value legislation. The Council is required to secure continuous improvement in the way that its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Performance Plan is how the Council demonstrates that it is complying with this duty.

2. Content of the Performance Plan

- 2.1. The Performance Plan needs to include details of the Council's performance, including outturns for the past year and targets for the current and subsequent two years for all of the statutory BVPI's.
- 2.2. The Plan also has to contain a comparison with the performance of other Local Authorities. This is done by means of 'quartiles.' The overall performance by Local Authorities is divided into quartiles, and Havering's performance is listed as being in one of the quartiles; on the Plan four stars is equal to or better than the top quartile performance. The comparison is made against the London and the National performance quartiles.
- 2.3. To improve the Council's performance in under performing areas as measured by the BVPIs, the target has been set to reduce the number of Havering's BVPIs that are in the bottom quartile to no more than 10% by 2010, and to none by 2020.

3. Performance Information

- 3.1 Services have provided outturns and have also set targets for those performance indicators where there is historic information. This will form the basis of the performance data that will be reported to the Audit Commission on 30 June, and which forms a key part of future assessments.
- 3.2 Cabinet is asked to note the (unaudited) outturns being reported to the Audit Commission for both the statutory Best Value Performance Indicators (BVPIs) and a selection of the locally collected performance indicators (LPIs).
- 3.3 Cabinet is also asked to endorse the improvements in performance targets being set by services for 2007/08 and the subsequent two years.

- 3.4 Following agreement by the Cabinet, the Performance Plan must be presented to and agreed at the Full Council of 17 July. A copy of the Performance Plan has been sent to the Chairman and Vice Chairman of each of the Overview and Scrutiny Committees for their information, inviting them to contact the Council's Performance Team if they wish to discuss it at all.
- 3.5 Services are still completing some of their outturn figures. The Cabinet is asked to recognise that some of these outturns may be subject to change before final publication of the Performance Plan.
- 4. External Audit**
- 4.1 The Performance Team is agreeing the external audit methodology with the Audit Commission's Audit Manager. Once the audit starts, the Performance Team will provide regular position updates to the Corporate Management Team.
- 4.2 External Audit have recently carried out an Audit of how well the Council achieves consistency of quality in its performance data. An Action Plan has been produced in response to this which will be presented to a forthcoming meeting of the Audit Committee. A Strategy for Data Quality has been drafted and this will be presented to Members in due course

Financial Implications and risks:

Services are expected to have set achievable targets against which to monitor their 2007/08 performance. Some of these targets will link to Local Area Agreements, and will produce income for the authority if they are achieved. They should also be reflected in service plans and budgets. There are no other financial implications or risks arising from this report.

Legal Implications and risks:

Publication of the Performance Plan is a statutory requirement under the Local Government Act 1999. The Best Value Performance Plan is one of the policy framework plans which requires Council approval, and the Plan will be submitted to the July Council meeting.

Human Resources Implications and risks:

None directly, but please note the several HR indicators included within the Corporate Health section of the Plan. Our 2007/08 performance will be monitored against these corporate targets.

Reasons for the decision:

To comply with the Local Government Act 1999 requiring Best Value authorities to prepare an annual Performance Plan

Alternative options considered:

None

Equalities and Social Inclusion implications:

None directly, but please note the several Equalities and Diversity indicators included within the Corporate Health section of the Plan. Our 2007/08 performance will be monitored against these corporate targets.

Staff Contact	Jonathan Owen
Designation:	Assistant Chief Executive, Strategy & Communications
Telephone No:	01708 432074
E-mail address	jonathan.owen@haverling.gov.uk

CHERYL COPPELL
Chief Executive

Background Papers List

None



London Borough of Havering

BEST VALUE PERFORMANCE PLAN

2007 -2010



INVESTOR IN PEOPLE



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CONTENTS PAGE

1. INTRODUCTION
2. HOW THE COUNCIL HAS PERFORMED
 - Summary of 2005/06 Performance
 - Corporate Assessment
 - Service Assessment
3. HOW WE PERFORMED AGAINST OTHER LONDON COUNCILS - QUARTILE POSITIONS FOR 2005/06
4. ESTIMATE OF OUR UNAUDITED 2006/07 PERFORMANCE
5. OUR ANNUAL EFFICIENCY GAINS
6. CONTRACTS STATEMENT
7. THE PERFORMANCE PLAN

1. INTRODUCTION

Havering Council's vision is:

"To create a safe, welcoming, healthier and more prosperous place where people choose to live, work and visit."

The vision is the driving force behind the delivery of its priorities:

- Promote financial efficiency and value for money
- Improve the quality of our services
- Make Havering a better place in which to live and work.

Each year we review and update the key policy priorities in our Corporate Plan, and this sets the direction for the three years ahead. Havering Council's Corporate Plan 2007 - 2010, shapes our action and spending until 2010.

This Best Value Performance Plan is a statutory document, which works as a companion to the Corporate Plan. It focuses primarily on how the Council's services have performed over the past year, and what service levels we aim to achieve in the next three years.

2. HOW THE COUNCIL HAS PERFORMED

The Council monitors and measures its performance in order to know how well it is doing and to identify opportunities for improvement, in order to improve the quality of life of residents.

The Performance Plan (section 6) shows all of the performance indicators we are required to keep. These will be independently audited by the Audit Commission. They enable meaningful comparisons with other councils to establish performance levels, and determine improvement areas. The table shows:

- The Council's performance for 2005/6
- Improvement targets we set last year and the outturn for 2006/07
- Targets for the next three years: 2007 - 2010

AVAILABLE LANGUAGES & FORMATS

The Plan is available, on request, in translation and other formats including large prints, audio tape and Braille.

If you have any questions or issues about this plan, please let us know by emailing us at:

corporateperformance@haverling.gov.uk or telephone
01708432103

Summary of our 2005/06 Performance

In the first year of best value 2001/02, 24% of our indicators were among the best in London. This improved from 35% in 2003/04 to 42% in 2005/2006. A total of 58% of our indicators in 2005/06 were above average as the table below shows. This is an improvement of 18% since 2001/02 section (See graph below).

Quartile	BVPI% 2001/02	BVPI% 2002/03	BVPI% 2003/04	BVPI% 2004/05	BVPI% 2005/06
1 (Top)	24	28	35	39	42
2	16	26	20	17	16
3	21	21	23	24	19
4	39	25	22	20	23

The number of BVPIs changes each year. We express the number of BVPIs in each quartile as a percentage of the total of that year's BVPIs; this makes it easier to make a comparison and to track progress.

Performance indicators for 2006/07 are yet to be audited, and the quartile positions will be available in due course. Details of the unaudited out-turn figures for 2006/2007 is shown under the Performance Plan at section 6.

Corporate Assessment

The Corporate Assessment, carried out in October 2006, evaluates how well the Council is working to deliver improved services and outcomes for local people. The inspectors measure:

- how well a council understands its local communities
- how this shapes its ambitions and priorities
- its capacity to deliver these; and
- what the Council is achieving.

The outcome was a **3 out of 4** score, which means 'performing well'. Our previous score was 2 out of 4 and the new score is based on the government's 'harder test' methodology so this represents a significant improvement.

<i>Theme</i>	<i>2006 Score</i>
Ambition	3
Prioritisation	2
Capacity	2
Performance Management	3
Achievement	3
Overall Score	3

Use of resources

This evaluates how the Council manages its finances and provides value for money. The report details are as follows:

This use of resources judgement is drawn from five individual judgements provided by the Council's appointed auditor:

Auditor judgements	2006
Financial reporting	3
Financial management	3
Financial standing	3
Internal control	3
Value for money	3

Service Assessments - Summary Score

There are three service blocks within the annual comprehensive performance assessment measured partly through a basket of performance indicators (statutory and non-statutory). These contributed to the overall 'three star' assessment rating by the Audit Commission in December 2006.

The Audit Commission scores the service blocks through the setting of upper and lower performance thresholds, and looking at the 'mix' each authority achieves against a set of rules. For example, any service block where 35% or more of the indicators are at or below the lower threshold will score 1, whilst any with no indicators below and 35% or more at or above the upper will score 4. In 2006, the service scores were as follows:

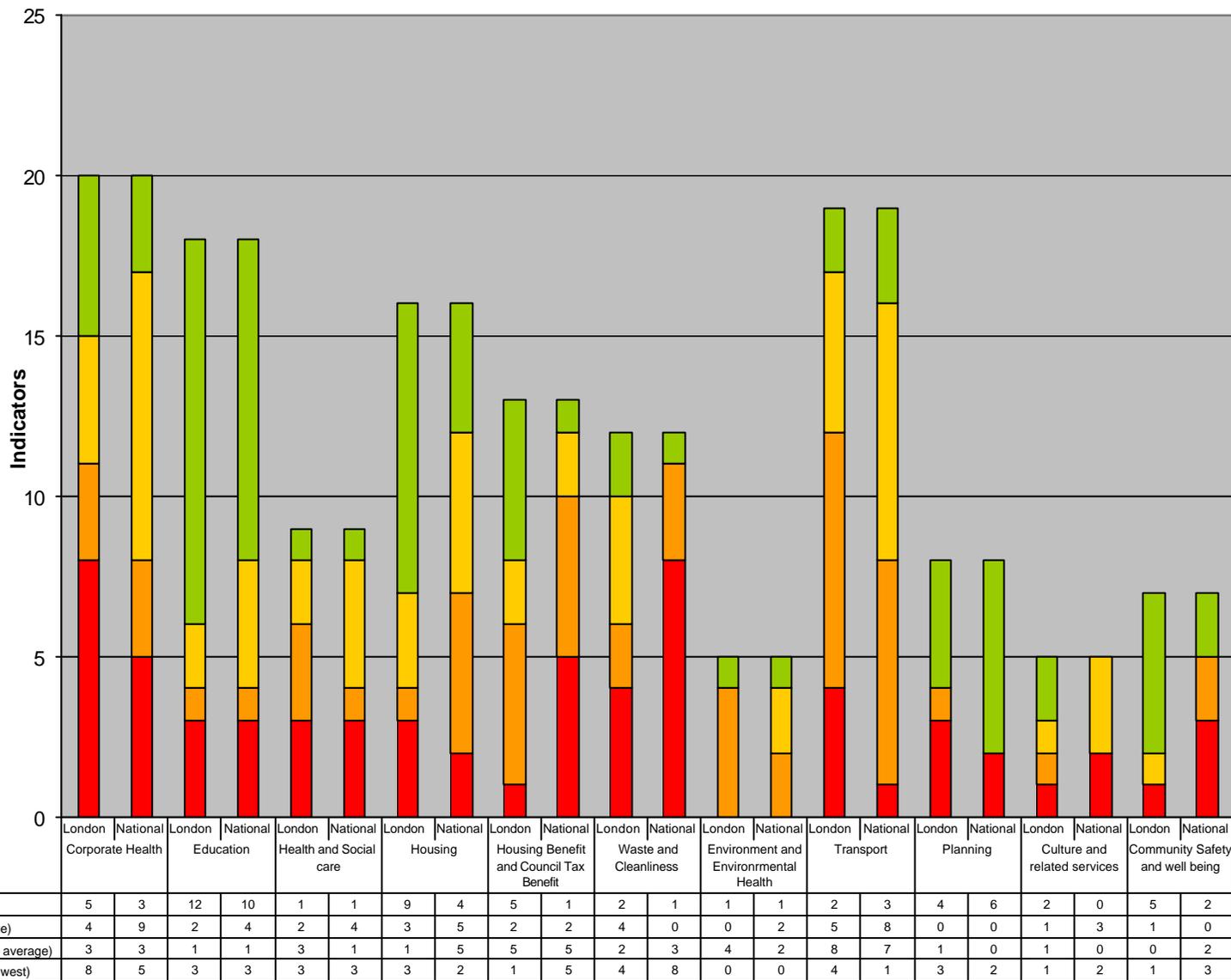
* Scores are on a scale of 1 to 4, with 1 being the lowest and 4 being the highest

Core Service Area	Score in 2005	Score in 2006	What it means
Children & Young People: The Council's performance in providing children's services, such as children's education and social care. The joint assessment is made by the <u>Commission for Social Care Inspection</u> and <u>OFSTED</u> following a review of the Council's overall performance and key indicators.	4	3	Performing well
Social Care Adult: The Council's performance in adult social care services. The assessment is made by the <u>Commission for Social Care Inspection</u> following a review of the Council's overall performance and key indicators.	2	2	Performing adequately
Environment: The Council's performance in services, such as transport, planning and waste, as assessed by the Audit Commission.	2	3	Performing well
Housing: The Council's performance in community housing and, where applicable, housing management services, as assessed by the Audit Commission.	1	2	Performing adequately
Benefits: The Council's performance in providing housing and council tax benefit services. The assessment is made by the <u>Benefit Fraud Inspectorate</u> and is based primarily on achievement against the 2005 housing benefits/council tax benefits performance standards.	3	3	Performing well
Culture: The Council's performance in services, such as libraries and leisure, as assessed by the Audit Commission.	2	2	Performing adequately

3. HOW WE PERFORMED AGAINST OTHER LONDON COUNCILS - QUARTILE POSITIONS FOR 2005/06

The council uses a variety of statutory (best value) performance indicators to help make its judgement. The complete set of BVPIs enables Councils to compare their performance with each other.

This graph shows Havering quartile positions for London and nationally. The Council has set robust targets to, sustain good performance (top quartile) and reduce the number of BVPIs in the bottom quartile. For full details of BVPI performance see section 7



4. ESTIMATE OF OUR UNAUDITED 2006/07 PERFORMANCE

Whilst this year's figures have not yet been audited (this is not expected to be completed until September), early indications suggest that there has been continuous improvement with 67% of our BVPIs either improved or sustained performance and 52% of our set targets were either met or exceeded (as shown below).

BVPI Improvement – 05/06 to 06/07

Description	No	%age
BVPIs improved	68	57
BVPIs remained the same	12	10
BVPIs declined	39	33
Totals	119	100

2006/07 Performance against 2005/06 Set Targets

Description	No	%age
Targets Exceeded	33	33
Targets achieved	19	19
Targets unmet	49	48
Totals	101	100

5. ANNUAL EFFICIENCY GAINS

As part of the local government efficiency agenda, all local authorities in England are required to submit Annual Efficiency Statements to Communities and Local Government, which are formed of two parts; the Forward and Backward look statements.

The Forward Look is for authorities to set out their strategy for making efficiency gains during the Spending Review period (to the end of March 2008); an estimate of the value of gains expected to be achieved during the forthcoming financial year; and the key actions planned to realise them.

The Backward Look is for authorities to set out the value of efficiency gains actually achieved during that financial year and the activities that were undertaken to realise them.

At least half of the efficiencies identified should be *cashable* in the form of lower costs. The remainder of the gains are *non-cashable*; where gains may not lead to lower costs, but result in improved services.

In response to this requirement, the efficiencies achieved for 2005/06 were submitted in the June 2006 Annual Efficiency Statement Backward Look returns.

6. CONTRACTS STATEMENT

All contracts let in 2006/7 that involved the The Transfer of Undertakings (Protection of Employment) Regulations (TUPE) of staff were let in accordance with the requirements in the Code of Practice on Workforce Matters in Local Authority Service.

A list of contracts can be on obtained by contacting the Business Development Section on 01708 432 541

7. Statutory and Non-statutory Performance Indicators: 2006/07 Outturns

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
Corporate Health											
BV2	a) Equality Standard for Local Government (Level)	2	***	***	2	3	↔↔	↓	3	4	5
	b) Duty to promote race equality: score against checklist score	78.95%	**	***	100.00%	100.00%	↑	↔↔	100.00%	100.00%	100.00%
BV3	Citizens satisfied with the overall service provided by the authority (satisfaction survey) ²	38%	**	*	45%		↑				
BV4	Satisfaction with complaint handling (satisfaction survey)	25%	**	*	26%		↑				
BV8	% of invoices paid on time (within 30 days of goods received)	93.64%	*****	*****	94.22%	95.00%	↑	↓	96%	97%	98.00%
BV9	% of Council Tax collected	96.88%	*****	**	97.59%	97.50%	↑	↑	97.8%	98.0%	98.1%
BV10	% of non-domestic rates collected	97.54%	*	*	99.16%	98.50%	↑	↑	99.2	99.25	99.3
BV11	The top 5% of earners:										
	a) who are women	34.28%	*	***	40.71%	35.95%	↑	↑	42%	44%	46%
	b) that are from ethnic minorities	5.02%	*	*****	7.02%	5.85%	↑	↑	9%	11%	12%
	11b/17b) from ethnic minorities expressed as % of working age population from ethnic minorities ³	98.62%	*****	*****	137.92%						
c) with a disability	1.67%	*	**	1.75%	2.51%	↑	↓	3%	4%	4%	

¹ Outturns taken from 2005/06 BVPI results, unless otherwise stated

² The results from BVPIs marked 'satisfaction survey' are taken from the MORI residents survey, carried out once every three years, therefore this years results, i.e. 2006/07 have been compared with the 2003/04 results

³ This ratio does not form part of the audit commission's suite of statutory indicators but is felt to be a more contextual, meaningful measure

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
	11c/16c) with a disability expressed as a % of working age population with disability ⁴	13.15%	*	***	13.78%						
BV12	Working days lost due to sickness absence	7.61	*****	*****	7.29	7.53	↓	↑	7.22	7.15	7.08
BV14	% of Early retirements / staff	0.23%	***	***	0.35%	0.17%	↑	↓	0.34%	0.33%	0.32%
BV15	% of Ill health retirements / staff	0.17%	*****	***	0.20%	0.15%	↑	↓	0.18%	0.17%	0.15%
BV16	Percentage of :										
	a) Staff with disabilities	1.40%	*	*	1.30%	1.58%	↓	↓	1.46%	1.61%	1.77%
	b) the Working age (18-65) population with disabilities ⁵	12.70%			12.70%						
	16a/16b) Staff with disabilities expressed as a % of working age population with disabilities ⁶	11.02%	*	*	10.24%	12.44%	↑	↑	11.50%	12.68%	13.94%
BV17	Percentage of :										
	a) Staff from ethnic minorities	4.75%	*	***	5.77%	4.85%	↑	↑	5.93%	6.08%	6.24%
	b) Working age (18-65) people from ethnic minorities ⁷	5.09%			5.09%						
	17a/17b) Staff from ethnic minorities expressed as a % of working age population from ethnic communities ⁸	93.32%	***	***	113.36%	95.28%	↓	↓	116.50%	119.45%	122.59%
BV156	Buildings accessible to people with a disability	54.55%	***	**	66.67%	60.00%	↑	↑	70%	90%	90%
Local	Percentage of Non domestic rates paid by direct debit	53.96%			50.05%	55%	↓	↓	52.5%	55%	57.5%
Local	Percentage of Council Tax paid by direct debit	59.02%			62.81%	60%	↑	↑	63.5%	65%	70%
Local	Payment of invoices within 30 days	93.64%			94.22%	95%	↑	↓	96%	97%	98%

⁴ ibid

⁵ The Working age (18-65) population with disabilities is taken from the 2001 census, provided by the Office for National Statistics

⁶ This ratio does not form part of the audit commission's suite of statutory indicators but is felt to be a more contextual, meaningful measure

⁷ The Working age (18-65) population from ethnic minorities is taken from the 2001 census, provided by the Office for National Statistics

⁸ This ratio does not form part of the audit commission's suite of statutory indicators but is felt to be a more contextual, meaningful measure

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
Education											
BV38	GCSE performance, 5 A*-C grades	61.2%	*****	*****	63.3%	68.0%	↑	↓	68.60%		
BV39	GCSE performance, 5+ A*-G grades (incl. maths & English)	92.5%	*****	*****	93.8%		↑				
BV40	KS2 Mathematics performance	81.0%	*****	*****	80.0%	85.0%	↓	↓	86%		
BV41	KS2 English performance	85.0%	*****	*****	84.0%	86.0%	↓	↓	87%		
BV43	a) Statements of Special Educational Needs: excluding exceptions	100%	*****	*****	100%	100%	↔	↔	100%	100%	100%
	b) Statements of Special Educational Needs: including exceptions	100%	*****	*****	100%	98%	↔	↑	98%	98%	98%
BV45	Absence in secondary schools	7.92%	**	**	7.98%	6.88%	↓	↓	6.57%		
BV46	Absence in primary schools	5.86%	***	***	5.95%	6.43%	↓	↑	4.68%		
BV181	a) Level 5 or above in KS3: English	80%	*****	*****	79%	84%	↓	↓	79%		
	b) Level 5 or above in KS3: Mathematics	80%	*****	*****	81%	83%	↑	↓	81%		
	c) Level 5 or above in KS3: Science	76%	*****	***	74%	80%	↓	↓	74%		
	d) Level 5 or above in KS3: ICT assessment	73%	*****	***	70.5%	79%	↓	↓	70.5%		
BV221	Participation in and outcomes from youth work:										
	a) recorded outcomes	7%	*	*	41.88%	29%	↑	↑	45%	50%	60%
	b) accredited outcomes	1%	*	*	8.3%	9%	↑	↓	15%	20%	90%
BV222	% of integrated early education & childcare settings funded or part-funded by the local authority:										
	a) with leaders with a qualification at L4 or above	6%	*	*	11%		↑				
	b) which have input from staff with graduate or post graduate training in teaching or child development	92%	***	***	100%		↑				
BV194	a) Level 5 or above in KS2: English	29%	*****	*****	36%		↑				

PERFORMANCE INDICATOR		Past Performance		
		2005/06 Outturn ¹	Quartile position London	Quartile position England
	b) Level 5 or above in KS2: Maths	34%	*****	*****
Local	The number of exclusions during the year from all schools per 1000 pupils	1.09%		
Local	Percentage of:			
	a) Primary schools with 25% or more of their places unfilled	7.70%		
	b) Secondary schools with 25% or more of their places unfilled	11.11%		
Health & Social care				
BV49	Children with 3+ placements - PAF A1	15.70%	*	*
BV50	Children leaving care - 1 or more A*-G GCSE's - PAF A2	44%	**	**
BV53	Intensive home care - PAF C28	10.5	*	**
BV54	Older people helped to live at home - PAF C32	90.17	**	***
BV56	Equipments delivered within 7 working days PAF D54	89.36%	***	***
BV161	Care leavers in education/training/employment - PAF A4	57%	*	*
BV162	Reviews of CPR cases - PAF C20	100%	*****	*****
BV163	Adoptions of looked after children - PAF C23	4.20%	*	*
BV195	Acceptable waiting time for assessment PAF D55	80.25%	**	***
BV196	Clients receiving all services in care packages in 4 weeks of comp. of assessment PAF D56	80.50%	*	*
BV197	Change in rate of conceptions to females aged under 18	-13.90%	***	***
BV201	No. of adults & older people receiving direct payments at 31 march per 1,000 pop aged 18 or over.	58.58	*	*
Local	LPI- Client's receiving a review	43.50%		

Current Performance/Progress			
2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target
37%		↑	
1.43%		↓	

Targets		
2007/08 Target	2008/09 Target	2009/10 Target

12.30%		↓	
5.56%		↑	
10.80%	14.00%		
62%	63%	↑	↓
12.4	12.5	↓	↑
90.52	95	↑	↓
90.68%	92.00%	↑	↓
71%	65%	↑	↑
Not yet available			
9.40%	7.00%	↑	↑
83.97%	85.00%	↑	↓
85.88%	85.00%	↑	↑
-17.90%	-20.00%	↓	↑
102.12	92.2		
64.60%	50%	↓	↓

12%	10%	9%
65%	68%	70%
13	13.5	14
95	97	100
92%	92.50%	93%
72%	75%	77%
9%	9.5%	10%
86.50%	88%	90%
86%	87%	88%
-25%	-30%	-35%
120	135	150
72	73	75

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
Local	PAF Indicator D39 - Clients receiving a statement of their needs & how these will be met.	96.56%			97.97%	98%	↓	↑	99	100	100
Housing											
BV63	Average SAP rating of local authority owned dwellings	66.48	**	**	69	68	↑	↑	70	75.5	78
BV64	Private dwellings - returned to occupation	189			282	25	↑	↑	200	200	200
BV66⁹	a) Rent collection	98.10%	*****	***	98.00%	98.20%	↓	↓	98.3%	98.4%	98.5%
	b) % of tenants with more than 7 weeks rent arrears	3.39%	*****	*****	3.40%	3.38%	↓	↓	3.4%	3.4%	3.3%
	c) % of tenants in arrears with Notices Seeking Possession	16.92%	*****	***	14.42%	16.70%	↑	↑	16.5%	16.4%	16.3%
	d) % of tenants evicted as a result of rent arrears	0.15%	*****	*****	0.05%	0.105%	↑	↑	0.104%	0.103%	0.102%
BV74	The satisfaction of tenants of council housing with the overall service provided by their landlord:										
	a) all tenants	74.07%	*****	**	76.00%	78.00%	↑	↓	80%	81%	82%
	b) black & minority ethnic tenants	60.00%			68.00%	68.00%	↑	↔	70%	71%	72%
	c) non-black & minority ethnic tenants	74.43%			76.00%	78.00%	↑	↓	80%	81%	82%
BV75	The satisfaction of tenants of council housing with the opportunities for participation in management & decision making:										
	a) all tenants	66.00%	*****	**	61.00%	66.00%	↓	↓	68%	69%	70%
	b) black & minority ethnic tenants	45.00%			54.00%	54.00%	↑	↔	56%	57%	58%
	c) non-black & minority ethnic tenants	66.67%			60.00%	68.00%	↓	↓	68.5%	69%	70%
BV164	CRE code of practice & Good Practice Standards – harassment	Yes			Yes	Yes			Yes	Yes	Yes

⁹ BVPI 66 does not include results for Mardyke, which are counted separately, how ever the figures are unlikely to change significantly when Mardyke and the rest of Havering are collated.

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
BV183	The average length of stay (in weeks) of households which include dependent children or a pregnant woman & which are unintentionally homeless & in priority need, in:										
	a) bed & breakfast accommodation	0	*****	*****	0	0.25	↔				
	b) hostel accommodation (info not available yet)	12	***	**	Not yet Available	11.5					
BV184	Decent Homes:										
	a) LA homes which were non-decent at beginning of the year	29.53%	***	***	31.50%	33.30%	↓	↑	32%	32%	34%
	b) Change in proportion of non-decent homes in the year	-7.30%	*	*	-6.00%	-6.39%	↓	↓	0%	0%	25%
BV202	Number of people sleeping rough on a single night within the LA area	1	*****	***	1	1	↔	↔	1	1	1
BV203	% change in the number of families in temp accommodation compared with average for previous year	-1.54%	***	***	-0.45%	0%	↓				
BV212	Average time (in calendar days) taken to re-let local authority housing	42.00	*	**	36.00	28.00	↑	↓	27	26	25
BV213	The no. of households who considered themselves as homeless & for whom housing advice casework intervention resolved the situation	6.00	*	*	1.00	1.00	↓	↔	1	1	1
BV214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years	0.32%	*****	*****	0.38%	1.10%	↓	↑			
Local	The Percentage of customers paying rent by standing order	19.71%			51%	30%	↑	↑	55	60	65
Housing Benefit & Council Tax Benefit											
BV76	Effective controls & procedures to prevent, detect & investigate fraud & error:										
	a) Number of claimants visited/1000 caseload	26.68	*	*	187.86						

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
	b) Number of fraud investigators/1000 caseload	0.16	*	*	0.33	0.35			0.35	0.35	0.35
	c) Number of fraud investigations/1000 caseload	20.60	**	*	29.17	50			34	35	36
	d) No. of prosecutions & sanctions/1000 caseload	3.01	***	*	3.76	6			4.3	4.4	4.5
BV78	a) Average time for new claims	31.23	***	***	27.42	29	↑	↑	26	22	20
	b) Average time change in circumstances	15.29	***	**	13.24	14	↑	↑	12	9	8
BV79	The percentage of:										
	a) Case processed correctly	95.60%	*	*	95.60%	96.50%	↔	↓	97%	98%	99%
	b) Recovery of overpaid benefit				Not Yet available						
	bi) HB o/payments recovered as a % of that deemed recoverable	61.11%	**	**	52.88%	63.00%	↓	↓	52%	54%	56%
	bii) HB o/payments recovered as a % of the debt outstanding at start of period	24.84%	**	*	24.61%	26.00%	↓	↓	27%	28%	30%
biii) HB o/payments w/o as % of HB o/payment debt	1.87%	*****	*****	4.10%	3.00%	↑	↑	4	4	4	
BV80	Satisfaction with the service:										
	a) The contact & access facilities at the benefit office	73%	*****	**	73%	85%	↔	↓			
	b) The service in the benefit office	75%	*****	**	81%	85%	↑	↓			
	c) The telephone service	59%	*****	*	56%	77%	↓	↓			
	d) Staff in the benefit office	77%	*****	**	78%	85%	↑	↓			
	e) Clarity, etc. of the forms & leaflets	64%	**	***	61%	67%	↓	↓			
	f) Time taken for a decision	63%	**	*	70%	76%	↑	↓			
g) Overall satisfaction	72%	**	*	74%	83%	↑	↓				
Local	The Percentage of the number of new claims determined within 14 days of receiving all the relevant information	77%			73%	85%	↓	↓	80%	85%	88%

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
Waste & Cleanliness											
BV82	Of the tonnage of household waste arising: ¹⁰										
	ai) Recycling	11.85%	*	*	13.51%	15%	↑	↓	18%	20%	24%
	aii) tonnage of waste sent for recycling	13107.72			15786.00	17200	↑	↓	21674.59	24444.12	29772.94
	bi) Composting	5.96%	***	**	6.97%	7%	↑	↓	9%	10%	11%
BV84	bii) tonnage of waste sent for composting	6594.00			8142.50	8000	↑	↑	10837.3	12222.06	13645.93
	Household waste collected:										
BV84	a) KG collected per head of population	491.7	*	*	516.4	499	↓	↓	524.1	532	540
	b) Year on year percentage change	-4.52%			5.02%	1.50%	↑	↓	1.50%	1.50%	1.50%
BV86	Cost waste collection	£26.68	*****	*****	Not yet available		↑				
BV89	People satisfied with cleanliness standard in their area (satisfaction survey)	43%	*	*	63%		↑				
BV90	a) People satisfied with household waste collection (satisfaction survey)	78%	***	*	80%		↑				
	b) People satisfied with waste recycling (satisfaction survey)	56%	*****	*	70%		↑				
	c) People satisfied with waste disposal (local tips) (satisfaction survey)	68%	***	*	82%		↑				
BV91	Pop served by a kerbside collection of:										
	a) one recyclable	95.49%	**	**	100.00%	100.00%	↑	↔	100.00%	100.00%	100.00%
	b) at least two recyclables	95.49%			100.00%	100.00%	↑	↔	100.00%	100.00%	100.00%
BV199	a) Cleanliness of relevant I& & highways	44%	*	*	38%	38%	↑	↔	30%	25%	22%
	b) Unacceptable levels of graffiti	14%	**	*	14%	12%	↔	↓	10%	9%	8%

¹⁰ Provisional figures

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
	c) unacceptable levels of fly-posting	2%	***	**	2%	2%	↔↔	↔↔	1%	1%	1%
Local	Fly tips - average time taken to remove	0.88			0.75	1	↓	↑	1	1	1
Local	Percentage of missed waste collections put right the same day (reported am, or by noon, next day of reported pm)	84%			87%	90%	↑	↑	90%	95%	98%
Environment & Environmental Health											
BV166	a) Environmental Health checklist	95.42%	**	***	100%	100%	↑	↔↔	100%	100%	100%
BV166	b) Trading Standards checklist	100%	****	****	100%	100%	↔↔	↔↔	100%	100%	100%
BV216	No. of sites of potential concern:										
	a) with respect to land contamination	340			340		↔↔		340	340	340
	b) for which sufficient inf. is available to decide if remediation is necessary	1.47%			2.35%	2.35%	↓	↔↔	2.35%	2.35%	2.35%
BV217	Percentage of pollution control improvements completed on time	96.77%	**	***	100%	100%	↑	↔↔	100%	100%	100%
BV218	Percentage of:										
	a) new reports of abandoned vehicles investigated within 24 hours	86.31%	**	**	96.83%	90.00%	↑	↑	98%	99%	99%
	b) abandoned vehicles removed within 24 hours from the point at which the LA is entitled to remove the vehicle	78.09%	**	**	90.47%	80.00%	↑	↑	93%	95%	97%
Transport											
BV223	Condition: principal roads	7.74%	****	***	6.02%	7.00%	↑	↑	5.47%	4.92%	4.37%
BV224	Percentage of the classified road network where maintenance should be considered										
	a) Condition classified non-principal roads	5.56%	****	****	7.19%	5.11%	↓	↓	6.52%	5.84%	5.19%
	b) Condition unclassified non-principal roads	14.10%	***	**	21.99%	13.88%	↓	↓	20.98%	19.97%	18.95%

PERFORMANCE INDICATOR	Past Performance			Current Performance/Progress				Targets			
	2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target	
	Road accident casualties (compares figures from 2005 with figures from 2004):										
BV99 ¹¹	ai) Road accidents - all killed/serious injury	130	***	**	83	158	↑	↑	119	137	127
	aii) Change in casualties from previous year - all killed/seriously injured	-23.97%	***	*****	-36.2%		↓				
	aiii) Change in casualties from 94-98 average - all killed/seriously injured	-38.56%	***	***	-60.78%		↓				
	1994/98 average				211.6						
	bi) Road accidents - children killed/seriously injured	19	**	**	11	25	↑	↑	19	20	18
	bii) Change in casualties from previous year - children killed/seriously injured	-5.00%	**	***	-42.1%		↓				
	biii) Change in casualties from 94-98 average - children killed/seriously injured	-46.62%	**	***	-69.10%		↓				
	1994/98 average				35.60						
	ci) Road accidents - all slight injuries	953	**	***	879	958	↑	↑	853	903	876
	cii) Change in casualties from previous year - all slight injuries	0.21%	*	**	-7.8%		↑				
	ciii) Change in casualties from 94-98 average - all slight injuries	-13.03%	*	***	-19.78%		↓				
	1994/98 average				1095.80						
	BV100	Days traffic controls in place	0.38	**	***	1.55	0.52	↓	↓	1.55	1.55
BV165	Pedestrian crossings with disabled facilities	95%	**	**	95%	100%	↔	↓	97%	100%	100%
BV178	Footpaths easy to use	92.00%	***	*****	94.00%	93.00%	↑	↑	95%	95%	TBC
BV187	Condition of footways - cat's1, 1a & 2	50.56%	*	*	33.83%	48.56%	↑	↑	38.9%	36.9%	34.9%
BV215	The average:										

¹¹ Road accident data is two years in the rear, which means this years outturn is for 2005 & it is compared to the 2004 outturn

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
	a) no. of days taken to repair a street light, under the control of the LA	6.90	*	**	7.42	6.00	↓	↓	6.42	5.92	5.42
	b) time taken to repair a street lighting fault where under the control of a DNO	25.95	**	**	22.01	21.00	↑	↓	21	20	19
Local	Vehicle crossovers - average time to:										
	a) provide an estimate to a customer	5.92			12.85	6	↑	↓	13	13	13
	b) complete on site from customer's authorisation	24.7			22.91	25	↓	↑	25	25	25
Planning											
BV106	New homes on brown field sites	96.79%	*	*****	100%	100.00%	↑	↔	100%	100%	100%
BV109	The percentage of planning applications determined in line with the government's new development control targets to determine:										
	a) Planning major apps in 13 weeks	82.76%	*****	*****	86.84%	65.00%	↑	↑			
	b) Planning minor apps in 8 weeks	94.52%	*****	*****	94.31%	70.00%	↓	↑			
	c) Planning other apps in 8 weeks	97.42%	*****	*****	97.35%	90.00%	↓	↑			
BV111	The percentage of planning applicants satisfied with the service (satisfaction survey)		*****	***		71.00%					
BV200	a) LDS submitted by 28 March 2005 & thereafter maintained by 3-year programme	Yes			Yes	Yes			Yes	Yes	Yes
	b) Has the LA met the milestones?	Yes			Yes	Yes			Yes	Yes	Yes
	c) Did the LA publish an annual monitoring report by December '05?	Yes			Yes	Yes			Yes	Yes	Yes
BV204	%age of appeals allowed against the authority's decision to refuse planning permission	34.48%	**	**	39.72%	33.00%	↑	↓			
BV205	Quality of service checklist	100.00%	**	*****	100.00%	100.00%	↔	↔	100.00%	100.00%	100.00%
BV219	Conservation areas:										
	a) total number	9	*	*	9						

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
	b) % with up to date character appraisals	0%	*	*	44.4%	100%	↑	↓	100%	100%	100%
	c) % with published management proposals	0%	*	*	44.4%	100%	↑	↓	100%	100%	100%
Local	Percentage of high risk food hygiene inspections that are no later than 28 days after the relevant date	86%			79.72%	60.00%	↑	↓	100%	100%	100%
Local	Percentage of other risk food hygiene inspections that are no later than 28 days after the relevant date	87%			59.97%	50%	↑	↓	see notes	100%	100%
Culture & related services											
BV118¹²	Library users who:										
	a) found a book to borrow	73.40%			73.40%						
	b) found the information they wanted	72.50%			72.50%						
	c) were satisfied with the service	90.40%			90.40%						
BV119	The percentage of residents satisfied with (satisfaction survey):										
	a) Satisfaction with - sports/leisure facilities	41%	**	*	53%		↑				
	b) Satisfaction with – libraries	63%	*****	***	70%		↑				
	d) Satisfaction with - theatres/concert halls	51%	*****	***	52%		↑				
	e) Satisfaction with - parks & open spaces	60%	*	*	67%		↑				
BV220	Public Library Service Standard checklist ¹³	3	***	***	2	3	↓	↓			
PLS1	Proportion of households living within a specified distance of a static library	85.4%			85.4%	85.4%	↔	↔	85.4%	85.4%	85.4%
PLS2	Aggregate scheduled opening hours per 1000 population in all Libraries	107.92			97.7	110	↓	↓	110	120	128
PLS3	% of Static Libraries providing internet access	100%			100%	100%	↔	↔	100%	100%	100%

¹² The last survey was carried out in....

¹³ All PLS targets are set nationally, with the exception of PLS1 which is set locally

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
PLS4	Total number of electronic work stations available to users per 10,000 population	6			5.4	6	↓	↓	6	6.5	7
PLS5	Requests supply time met in:										
	a) 7 days	61%			54.35%	50%	↑	↑	50%	50%	50%
	b) 15 days	77%			79.27%	70%	↑	↑	70%	70%	70%
	c) 30 days	88%			90.87%	85%	↑	↑	85%	85%	85%
PLS6	Number of Library visits per 1000 population	8681			6772	8600	↓	↓			
PLS7	% of library users 16 & over who view their library service as very good or good:	94.4%			94.4%		↔	↔	94%		
PLS8	% of library users under 16 who view their library service as good: ¹⁴	99.4%			99.4%		↔	↔	77%		
PLS9	Annual items added through purchase	242.5			219.71	216	↓	↑	216	216	216
PLS 10	Time taken (in years) to replenish the lending stock on open access or available on loan	5.35			5.74	6.7	↑		<6.7	<6.7	<6.7
SE ¹⁵	Active peoples Survey (new for 06/07) ¹⁶										
	a) Number of adults participating in at least 30 minutes moderate intensity sport and active recreation on 3+ days a week				21.08%						22.9%
	% of population volunteering in sport and active recreation for at least 1 hour per week				5.64%						4.9%
SE	% of population within 20 mins of 3 different sports facility types of which one has achieved a QA standard				0.67%				20%	25%	25%
Community Safety & well being											

¹⁴ These figures are taken from the 2002/03 survey, taken every * years, the national target of 77% is being reviewed

¹⁵ SE stands for a Sport England indicator, these are new for 06/07

¹⁶ These figures are adjusted to take into consideration deprivation and other factors

PERFORMANCE INDICATOR		Past Performance			Current Performance/Progress				Targets		
		2005/06 Outturn ¹	Quartile position London	Quartile position England	2006/07 Outturn	2006/07 Target set in 2006	2006/07 Outturn Vs 2005/06	2006/07 Outturn Vs Target	2007/08 Target	2008/09 Target	2009/10 Target
BV126	Burglaries	11.25	*****	**	12.18	10.01	↓	↓	11.82	11.46	11.12
BV127	Violent crimes per 1000 households										
	a) all Violent crimes	21.53	***	**	20.01	20.88	↑	↑	19.01	18.05	17.15
	b) Robberies (only for authorities in designated police force areas)	2.04	*****	*	2.5	1.91	↓	↓	2.43	2.35	2.28
BV128	Vehicle crimes per 1000 population	18.75	*****	*	16.35	18.75	↑	↑	15.54	14.76	14.02
BV174	Racial incidents involving the local authority	11.11	**	*	12.38	11.11			12.38	12.38	12.38
BV175	Racial incidents resulting in further action	100.00%	*****	*****	100.00%	100.00%	↔	↔	100.00%	100.00%	
BV225	Checklist of actions taken designed to help victims of DV	90.91%	*****	*****	90.91%	90.91%	↔	↔			
BV226	Advice & guidance services:										
	a) total amount spent on external organisations	£334,142									
	b) % of that spent on QM orgs	51.17%	*	*	Not yet available						
	c) total amount spent on LA services	£680,382									

DELIVERING BETTER SERVICES

The Council is committed to improving the quality of services it provides. Central to this is making sure that it plans sensibly for the future, monitors performance, and uses its resources effectively.

To ensure this happens, the Council has adopted a robust three-year financial and strategic planning process:

- The Corporate Plan – sets out the Council's vision and priorities and where its improvement will be focussed;
- The Performance Plan – set out what the Council has achieved, targets for service improvement;
- The Medium Term Financial Strategy – sets out how resources will be deployed in support of the vision and priorities and to deliver the service improvement targets set.

These drive service plans across all directorates and, through Personal Development and Performance Appraisals, identify how individual members of staff will be contributing to improving services in the borough.



MEETING

DATE

ITEM

CABINET

20 JUNE 2007

6

Cabinet Member: Councillor Barry Tebbutt

Relevant Overview & Scrutiny Committee: Environment

This is a Key Decision

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: The Havering Municipal Solid Waste Management Strategy 2006 – 2020 – Annual Report

SUMMARY

- 1 On 19th April 2006 Cabinet approved the Havering Municipal Solid Waste Management Strategy 2006 – 2020 (HMSWMS). The Strategy was developed to ensure Havering is in the best possible position to meet its statutory Recycling and Composting targets and progressively reduce the amount of Biodegradable Municipal Waste sent to landfill.
- 2 This report updates Members on the progress that has been made against the projects identified for action in the first year of the Waste Strategy and highlights additional activities which will build upon the achievements to date.

RECOMMENDATIONS

That the Cabinet:

- 1 Notes the progress made against the actions identified for the first year of the Havering Municipal Solid Waste Management Strategy.

- 2 Adopts the proposed projects identified for action in 2007/08 and listed in Section 3.2 of this report.

REPORT DETAIL

1 Background

- 1.1 The Havering Municipal Solid Waste Management Strategy was developed to ensure that the Council is in the best possible position to meet its statutory recycling and composting targets and by working in partnership with the East London Waste Authority, reduce the amount of biodegradable municipal waste sent to landfill, thereby avoiding significant financial penalties which could be imposed under the Landfill Allowance Trading Scheme (LATS). The Strategy will also help to maximise the potential of the East London Waste Authority twenty five year Integrated Waste Management Contract by improving the effectiveness of waste management services and by exploring options for waste minimisation.
- 1.2 An Action Plan which outlines short term aims to ensure policy objectives are met forms an integral part of the Waste Strategy. This Action Plan is regularly reviewed to monitor progress.
- 1.3 Section two of this report informs Members of the progress made to date against the actions identified for the first year (2006/07) of the Waste Strategy. Section three lists the proposed projects for action in 2007/08.

2 Havering Action Plan

- 2.1 **Action – Promote home composting to residents through the provision of subsidised home compost bins, communication and awareness raising campaigns and the Master Composter Scheme.**
 - 2.1.1 Havering did subscribe to the London Community Recycling Networks Master Composter Scheme but following a successful funding bid to the Waste and Resources Action Program (WRAP) have now been included in the Recycle Now Home Composting Campaign. This is a Government funded scheme to reduce the amount of organic waste for disposal. Residents can now purchase heavily subsidised compost bins for as little as £7, which are delivered free. To facilitate this process we are funding the provision of a small kitchen bin (caddy) from the Department of the Environment Food and Rural Affairs (DEFRA), Waste Performance Efficiency Grant funding. The scheme was launched in January 2007 and was promoted Borough wide in April via a leaflet which was distributed to every household with the Councils Living magazine. The effectiveness of this campaign will be measured by the number of containers purchased. To date Havering residents have purchase 1935 bins, and 792 caddies through the scheme.

2.2 Action – Support Community re-use schemes through the establishment of networks.

2.2.1 Officers have obtained details of some community groups and are seeking others before developing a co-ordinated plan. This action will be progressed during 2007/08.

2.3 Action – Reduce trade and green waste disposed of as Municipal Solid Waste through education and enforcement.

2.3.1 The Streetcare Enforcement Policy was approved by Cabinet in April 2006. This policy includes a section on how business who incorrectly dispose of their commercial waste will be addressed through education, and where this fails, enforcement action. To date approximately 2200 warnings letters have been sent and 70 fixed penalty notices issued to businesses who are not complying with their “Duty of Care” to ensure their waste is stored and disposed of correctly. A leaflet explaining these responsibilities was issued to the Boroughs businesses along with their business rates demand in March 2007. This proactive approach has resulted in an increase in the number of trade waste sacks sold and commercial waste customers.

2.3.2 The green waste wheeled bin collection and composting service was launched in April 2006. The service was initially available in eight wards but was rolled out to the remainder of the Borough from April 2007. Over 5200 customers subscribed to the service in the first year and 97% indicated that they will renew their subscription. This service has resulted in approximately 1500 tonnes of green waste, which could otherwise have been landfilled, being collected and composted. The service was rolled out Borough wide in April 2007.

2.4 Action – Consider options for limiting Municipal Solid Waste collected.

2.4.1 This action will be supported by the promotion of the subsidised home composting scheme described in section 2.1.1 of this report, however it is acknowledged that to significantly increase recycling and composting performance waste minimisation options must be considered. Options for limiting household waste presented for disposal will be considered in detail during 2007/08.

2.5 Action – Reduce fly-tipping by effective education and enforcement.

2.5.1 The Streetcare Enforcement Policy was approved by Cabinet in April 2006 and a procedures manual has been developed. The initial focus of the team has been on reducing fly-tipping and to date 5203 investigations have been undertaken resulting in 3526 warning letters being sent and 92 Fixed Penalty Notices being issued. Officers have also identified areas of the Borough which are regularly used by fly tippers and these will be targeted by covert CCTV Cameras and the evidence gathered used to identify and prosecute offenders.

2.5.2 In October 2006 a pilot scheme was launched in Gooshays Ward aimed at reducing antisocial behaviour including fly-tipping. The initiative included high profile awareness raising campaigns, using posters, press releases and leaflets. Where problems continued residents were visited by enforcement officers and the appropriate action taken. The Gooshays Wards pilot scheme saw a 51% reduction in fly-tipping and will be used as a model for further projects across the Borough.

2.5.3 Proactive Enforcement action and focussed awareness raising campaigns during 2006/07 have contributed to 687 fewer incidents of fly-tipping being reported Borough wide compared with the previous year. This has been expressed in the following table

	05/06	06/07
Number of reported StreetCare fly tips Borough wide	2996	2309
No of Warning Letters	2538	3526
No of Fixed Penalty Notices	0	92
% Increase/Reduction in Fly tips	-	-23%

2.6 Action – Provide the orange bag recycling scheme to all high and low rise flats.

2.6.1 Orange recycling bags are now delivered to all high and low rise flats (smaller orange bags are delivered to high rise blocks so these can be used without blocking refuse chutes). During 2007, recycling in flats will be promoted and leaflets specifically aimed at recycling in flats will be produced and distributed.

2.7 Action – Monitor and Improve participation and capture rates in the orange bags scheme particularly in areas with low recycling rates.

2.7.1 In April 2006, Officers submitted an application for funding support from the Waste and Resources Action Programme (WRAP) Behavioural Change Local Fund (BCLF).

The BCLF is funding made available to help local authorities in England communicate their recycling messages more effectively. DEFRA has provided funding through its Waste Implementation Scheme (WIP) and the fund is being managed and distributed by WRAP.

The BCLF supports communications and awareness work, directly focussing on increasing public participation in recycling initiatives.

The application process required Officers to complete an application form providing evidence of current Havering services, recycling rate and recycling communication work carried out and/or planned.

Further to the application form sent in April, an interview was held in May 2006 between Officers and representatives from WRAP, where the Boroughs' requirements under the fund were discussed and further evidenced.

Havering were informed that the application was successful in August 2006 and that a scoping exercise would be carried out between Officers and a WRAP representative to determine the precise requirements under the fund.

A scoping meeting was held in October 2006, from which a report followed. The report was submitted to the WRAP board for approval and allocation of funds.

In December 2006 Havering was informed of the precise details of the application, and the financial support we were to receive. This was originally specified at £209,055 to fund the provision of a Campaigns Officer to manage the campaign, pre- and post – campaign monitoring of our orange sack service, door stepping, publicity materials, such as leaflets, posters and road shows, recycling bring bank signage and promotional items. The funding must be spent during 2007/08.

With further discussions between Officers and WRAP on requirements for the funding in February and March 2007 this funding was increased to £230,877.60.

2.7.2 Before this funding was awarded limited participation monitoring had been undertaken which indicated that in some areas the number of people participating in the orange bag recycling service had increased from 56% in 2005 to 86% during 2006. This increase can be attributed to a range of awareness raising initiatives including the Better Havering promotions, the distributions of a leaflet which clearly illustrates what happens to the orange bags once they are collected, our ongoing educational work with the Boroughs Schools and our attendance at community events such as Planet Havering.

2.8 Action – Introduce a pilot, buy into, kerbside collection of green waste & expand the service to the whole Borough if sustainable.

2.8.1 The wheeled bin green garden waste collection and composting service was launched in eight wards (Squirrels Heath, St Andrews, Upminster, Hacton, Emerson Park, Hylands, Cranham and Elm Park) in April 2006. Customers of the service are provided with a 240 litre green wheelie bin which is collected fortnightly for an annual charge of £30 and £24 for concessions. Over 5200 customers subscribed to the service during its first year and more than 1550 tonnes of green waste was collected for composting. A customer satisfaction survey undertaken in September 2006 established that 99% of customers were satisfied with the service and that 97% would be renewing their subscription for the coming year. This popular service was rolled out to the

remainder of the Borough in April 2007 and we currently have over 9000 customers using the service.

2.9 Action – Introduce more distribution points from where residents can collect additional orange sacks for recycling.

2.9.1 Sixteen standard sized orange recycling sacks are delivered to residents in houses and low rise flats and thirty two smaller sacks are delivered to residents in high rise flats each quarter. Should residents run out of bags between deliveries additional sacks can be collected from the Town Hall and Mercury House Romford, the Public Advice and Service Centres (PASC's) in Romford, Collier Row and Upminster. All libraries, Fairkytes Arts Centre and estates offices on the Waterloo Gardens, Mardyke and Parkshill and Sunrise Estates. During the past year Homes in Havering Estate offices have agreed to distribute sacks (standard and small) making it easier for residents to obtain additional sacks.

2.10 Action – Increase the number of bring sites (mini recycling centres) within the Borough by at least twenty.

2.10.1 An additional twenty bring sites were installed in the Borough Schools (85 out of 94 schools now have recycling facilities) and a further twenty public access sites were introduced during 06/07. Analysis of bring sites is being carried out to determine their effectiveness and identify new locations during 07/08. This will increase the capture of glass which cannot be collected in the orange sack door to door service.

2.11 Action – Continue with recycling incentive schemes such as “Its in the bag”.

2.11.1 The “Its in the bag” scheme funded by DEFRA to incentivise recycling ended in 2006 and a report on the scheme was submitted. DEFRA concluded that based on an analysis of incentive schemes across the country, that investment in communications may reap greater rewards than allocating funding to other incentive scheme. The “Its in the bag” scheme which was supported by the media and Time FM did however significantly contribute to increased awareness of the importance of recycling and officers will continue to work to establish the most appropriate way forward for Havering.

2.12 Action – Introduce assisted recycling collections for the aged, infirm and disabled.

2.12.1 All residents can request an assisted collection of their refuse or orange recycling sacks. Agreement has been reached with Shanks East London & ELWA to introduce DDA Compliant bring banks at the most popular sites to facilitate the collection of glass. This package of improvements will coincide with the works being undertaken as set out in 2.10.1 above related to bring sites.

2.13 Action – Develop a pilot textiles household collection.

2.13.1 A pilot textiles collection service was introduced in Havering in April 2006 by Shanks East London. The findings of the trial suggested the service was not financially viable and had issues in terms of theft of textiles left at the kerbside although it was recognised that the scheme could have been better publicised. The proposed way forward is to promote textile recycling at bring banks whilst further consideration is given, by ELWA and Shanks, to establishing a dedicated collection service.

2.14 Action - Consider the introduction of kerbside glass, kitchen waste and cardboard recycling collection schemes.

2.14.1 The Shanks BIO MRF facility at Frog Island which can capture some glass from the residual waste stream has only recently been commissioned and is still being refined. In January 2007, ELWA received confirmation from DEFRA that, subject to appropriate audit controls being met, recycled glass and other 'back end' recycling can be attributed to the Boroughs and count towards their recycling targets.

2.14.2 The tonnage of glass currently being obtained from the BIO MRF is low and it will be necessary to evaluate the capture rates when the facility is operating to its maximum capacity before exploring the viability of introducing a kerbside glass collection service in the future. Studies have however indicated that the amount of glass within the Havering Waste Stream is significant and a door to door collection service would positively impact on efforts to achieve performance targets.

2.14.3 The East London Waste Authority do not currently have the facilities to compost separately collected kitchen waste. Thin cardboard can be recycled in the orange sack collection service and thicker card can be accommodated at the Reuse and Recycling Centre at Gerpins Lane. The introduction of a kerbside collection of either food waste or thick cardboard would have to be fully evaluated with ELWA colleagues and Shanks.

2.15 Action – Introduce Static green waste collection points in areas of the Borough, not included in the wheeled bin green garden waste collection and composting service.

2.15.1 The expansion of the green waste service Borough wide with effect from April 2007 reduces the need of this recommendation.

2.16 Action – Implement a street cleansing recycling programme and monitor and report on its success.

2.16.1 The street cleansing fleet are now using the Frog Island Reuse and Recycling Centre MRF and initial reports suggest a high proportion of recyclables are being recovered from the street cleansing arising through this process.

2.16.2 Consideration will be given to introducing street litter recycling bins to further promote the recycling message in our town centres.

2.17 Action – Introduce office paper and orange sack recycling services in Council buildings.

2.17.1 All the Councils main corporate buildings are now included in the orange sack recycling service. It is estimated that over forty eight tonnes of recyclables (predominantly paper) were collected during 2006/07.

2.18 Action – Prepare and deliver a comprehensive, influential community education programme addressing reuse, recycling and composting services and the responsible disposal of residual waste.

2.18.1 With the commissioning of the Frog Island facilities, the roll out of the orange sack door to door recycling collection service, the increase in the number of bring banks around the Borough and the introduction of the wheeled bin green waste collection service, the focus now needs to be on developing an effective communications programme aimed at maximising participation in these services.

2.18.2 During 2006/07 Havering's Environmental Education Officer and officers from Shanks East London have continued to promote recycling within the Boroughs Schools presenting to nine schools during 06/07. To compliment this, Havering have commissioned Time FM to develop and deliver a recycling road show aimed at increasing awareness of recycling both among the students and their families. The road show is supported by a series of advertisements featuring local schoolchildren promoting recycling played on air. This incentive was supported by Ben Bradshaw MP who gave an interview for Time FM. To date the Time FM road show has visited 29 schools and presented to over 1200 pupils.

2.18.3 Recycling and other sustainable waste management projects have also been promoted at community events such as Planet Havering and the Havering Show, and officers regularly attend meetings of community groups.

2.18.4 Information by way of leaflets, press release and articles in the Living in Havering magazine along with the Better Havering and door stepping campaigns have all helped to promote recycling, waste minimisation and improve customer satisfaction levels.

2.18.5 In January 2007 Havering was advised that a funding bid submitted to the Waste Resources Action Programme WRAP had been successful and that £230,877 has been allocated to support the development and implementation of a coordinated communications programme (set out in 2.7.1).

2.19 Action – Offer all schools the option to participate in a recycling scheme.

2.19.1 All Havering Schools have been offered the free installation of recycling facilities and eighty five of the ninety four Schools now have bring banks on site. All of the Boroughs schools have also been invited to receive

presentations on waste and recycling by either our Environmental Education Officers, Shanks or Time FM.

2.20 Action – Promote Waste and Recycling Services at schools and events as part of the Better Havering Campaign and in partnership with Time FM.

2.20.1 Waste minimisation and recycling initiatives have been promoted at numerous community events and schools promotions are ongoing as described in section 2.19.1 of this report.

2.20.2 The Waste Team supported the ‘Big Recycle,’ a national awareness raising campaign and launched a competition for the Boroughs schools to win cash prizes for those that recycled the most. This competition which was promoted by Time FM generated renewed interest in recycling and resulted in fifteen schools subsequently having recycling bring banks installed.

2.21 Whilst the progress made against each of the actions outlined above is significant perhaps the most rewarding achievement of all is the marked increase in customer satisfaction with the waste and recycling related services as evidenced in MORI survey undertaken in 2006. This survey concluded that 70% of residents are now satisfied with the recycling facilities compared to 56% in 2003/04 and 82% expressing satisfaction with the Reuse and Recycling Centre compared to 61% in 2003/04.

2.22 This increase in satisfaction has been matched by year on year increases in the percentage of household waste recycled and composted as illustrated in the following table.

Of the tonnage of household waste arising			Total
Year	% Recycled	% Composted	
2003/04	7.54	2.05	9.59
2004/05	9.94	5.57	15.51
2005/06	11.85	5.96	17.81
2006/07 provisional outturn	13.51	6.97	20.48

3 DEFRA targets and projects for 2007/08

3.1 Whilst there have been year on year improvements in our recycling and composting performance Havering is still failing to meet the DEFRA target which is to recycle and compost 27% of household waste.

3.2 Many of the projects identified in the waste strategy action plan are ongoing. There are however a number which need to be progressed as a priority during this (07/08) financial year to further improve recycling and composting performance. These are listed below:-

Projects identified for action in 2007/08

- (i) Promote the WRAP funded subsidised home compost bin campaign to maximise sales and minimise waste.
- (ii) Consider other options for reducing the amount of household waste collected.
- (iii) Utilise the WRAP Behavioural Change Local Fund to develop and implement an effective communication plan to increase participation in all recycling and composting schemes.
- (iv) Promote the wheeled bin green waste collection and composting service Borough wide to maximise customers and the amount of waste collected for composting.
- (v) Increase the number of bring banks where glass can be recycled with the aim of ensuring all Havering households are within one kilometre of a facility.
- (vi) Assess the 'back end' recycling performance of the BIO MRF in terms of glass capture and undertake a feasibility study to assess the benefits and associated costs of introducing a door to door glass collection. (subject to BIO MRF outputs)
- (vii) Review the number of orange sacks that are provided to residents to ensure they have sufficient bags to recycle at all times.

4. The future beyond 2007/08

4.1 Shanks and The East London Waste Authority

Havering is a constituent Borough of the East London Waste Authority (ELWA) and as such has committed all the Boroughs waste to the ELWA/Shanks twenty five year private finance initiative contract. Any new services or initiatives that are proposed will therefore need to be agreed and supported by Shanks and ELWA.

4.1.2 Major Investment is central to Shanks' and ELWA's plans for the future of recycling and diverting waste from landfill. Over £97 million of capital has been committed to date with an anticipated spend of over £130 million in new recycling and waste-processing facilities, over the life of the contract. This new infrastructure will be key to increasing recycling and composting rates and reducing the amount of waste landfilled in future years.

4.2 Waste Minimisation

Whilst increasing the percentage of waste recycled and composted is a priority, waste minimisation is key to improving performance. During 2007/08 a number of initiatives for minimising waste will be considered and detailed reports prepared. These options will include the possible introduction of wheeled bins, limiting the number of black bags that will be collected and continuing to promote home composting and waste reduction. The current waste collection contract is due for renewal in July 2011 and this would be the

most appropriate and financially viable time to review the service specification and introduce any changes.

4.3 Glass

It is likely that the introduction of a kerbside glass collection service would significantly increase the percentage of waste recycled and prove popular with residents. There would however be significant cost implications to Havering and Shanks are confident that the bio mrf facility will, when refined and working to optimum efficiency, be able to capture a high percentage of the glass left in the residual waste stream at the “back end” of the process. The performance of the bio mrf in respect of glass capture will be monitored and if necessary a detailed report prepared evaluating all the implications and benefits of introducing a kerbside glass collection service.

4.4 Waste Electrical and Electronic Equipment (WEEE)

In July 2007 producers will be required to meet the environmental costs of dealing with their waste products. This will encourage more WEEE to be reused and recycled. It is likely that the Gerpins Lane Reuse and Recycling Centre (managed by Shanks) will become a dedicated collection facility and as a consequence the amount of WEEE recycled will increase, positively impacting on our recycling rates.

4.5 Other Initiatives

The Council is very interested in examining any additional initiatives which would minimise waste and increase recycling in an affordable way. It will look at the feasibility of these as they arise and bring forward reports as appropriate.

4.6 Communications

Effective communications are key to minimising waste, increasing recycling and composting and combating environmental crime. During 2007/08 the WRAP funding referred to in 2.7.1 of this report will be utilised to produce and implement a coordinated communications campaign. This campaign will support and build upon the success of the Better Havering Campaign, and enable the expansion and improvement of the range of leaflets which have been produced promoting orange bag recycling, recycling in flats, the wheeled bin garden waste service, home composting, our Enforcement Policy and code, disposing of trade waste and the Duty of Care.

5 Financial Implications and risks

- 5.1 The progress against the items listed in the Action Plan to date and corresponding increases in performance and customer satisfaction have largely been achieved by utilising the DEFRA Waste Performance Efficiency Grant and by successful external funding applications to the Waste Resources Actions Programme (WRAP).

Cabinet, 20 June 2007

- 5.2 WPEG and WRAP funding will continue to be utilised to fund the projects identified for action during 2007/08 and officers will continue to seek to secure additional external funding.
- 5.3 There are however some projects which, if following investigation, it is considered should be progressed such as the introduction of a kerbside glass collection service, will require significant additional funding. In these cases detailed reports will be submitted to the Lead Members for StreetCare and Parking, and Resources for consideration, and/or Cabinet as appropriate.
- 5.4 The WPEG funding ceases at the end of 2007/08 and whilst there is a suggestion that a Waste and Recycling Forum Fund will be established by the Government the details are still to be ratified. There is therefore a significant risk that the progress made to date will stall unless budget pressures currently being supported by external funding streams are identified and considered in the future MTFs process.

6 Legal Implications and Risks

- 6.1 There are no direct legal implications or risks associated with this report. Any legal implications that arise from the introduction of future waste or recycling schemes proposed will be considered at the appropriate time.

7 Human Resources Implications and Risks

- 7.1 One member of staff in the Waste Team is currently on a short term contract funded via the WPEG. Should funding be made available for this post to be made permanent the Councils Selection and Recruitment Policy will be followed.

8 Reasons for the Decision

- 8.1 Members support for the Havering Solid Municipal Waste Management Strategy will ensure the Council is in the best possible position to meet statutory Recycling and Composting targets and reduce the amount of biodegradable waste sent to landfill.

9 Alternative Options Considered

- 9.1 This report advises Members of the progress achieved against the projects identified for action in the Havering Waste Strategy. No alternative options were therefore considered.

10 Equalities and Social Inclusion Implications

- 10.1 The actions identified in the Waste Strategy seek to involve and inform all sections of the community in managing waste responsibly and encourage waste reduction, recycling and composting.

Staff Contact: Paul Ellis

Cabinet, 20 June 2007

Designation: Waste & Recycling Manager
Telephone No: 01708 432966
E-mail Address: paul.ellis@haverling.gov.uk

CHERYL COPPELL
Chief Executive

Background Papers List

The Havering Solid Municipal Waste Management Strategy
The StreetCare Enforcement Policy

Cabinet, 20 June 2007



MEETING

DATE

ITEM

CABINET

20 JUNE 2007

7

Cabinet Member: Councillor Michael Armstrong

Relevant Overview & Scrutiny Committee: Housing

This is a Key Decision

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: HOUSING STRATEGY UPDATE 2007 – 2010

SUMMARY

- 1.1 The Council's Housing Strategy 2004 – 2007 was declared Fit-for-Purpose by the Government Office for London in 2004. Achieving this status means that subsequent strategies need only take the form of an update, with amendments only required where there have been significant changes at the local, regional and national level.
- 1.2 In addition, there is an expectation that the strategic housing objectives will be periodically reviewed and the action plan updated.
- 1.3 This report presents a summary of key factors at the local, regional and national that need to be taken into account when amending the Strategy.
- 1.4 A revised set of strategic housing objectives is proposed.

RECOMMENDATION

- 2.1 That the revised strategic housing objectives are approved.
- 2.2 That authority to approve the final version of the revised Housing Strategy including a new action plan, be delegated to the Lead Member for Housing and Regeneration, acting in consultation with the Group Director, Sustainable Communities, unless there are amendments that would incur a financial liability for the Council.

REPORT DETAIL

Background

- 3.1 The London Borough of Havering's Housing Strategy 2004 – 2007 was assessed as 'Fit for Purpose' by the Government Office for London. This assessment indicates that it is robust, effective and achievable.
- 3.2 The action plan in the Housing Strategy 2004 – 2007 ran up to March 2007 as so the Council is now required to publish an update of progress and new action plan. The revised strategy will need to reflect local, regional and national changes since the drafting of the last Strategy in 2003/04.

Contextual issues: local

- 3.3 Since publication of the last Strategy, the following issues, among others, have arise that will impact on the strategic housing issues:
 - the establishment of Homes in Havering and delegation of management of the Mardyke Estate to Circle Anglia, with a ballot of tenants on transfer to be held shortly – the Council no longer directly manages any housing
 - the realignment of services at the group level – this is enabling greater partnership working between Housing and Adult Social Services, among other joint initiatives, for example with Children's Services
 - the combination of the Housing and Environmental Health services following establishment of the ALMO this will enable efficiencies
 - the publication of the Council's draft Local Development Framework – this sets out the future planning of the borough up to 2020 and will strongly influence the supply of new affordable housing ensuring that sustainable, attractive, mixed and balanced communities will be created by up-to-date planning policy

- the launch of the Council's Culture Strategy – this seeks to ensure that the ambition and direction for culture in Havering links with the themes of Community and Corporate Strategies including the significant focus given to culture in the Local Development Framework – all of which contribute significantly towards providing a good quality of life for the residents of the borough
- the publication earlier this year of the Council's Sustainable Energy Strategy and Climate Change Strategy
- the Council's Corporate Plan has been revised
- recognises Housing and Environmental Health as playing a key role to achieve economic growth in the borough particularly with the opportunities presented by London Riverside
- Havering Strategic Partnership's Community Strategy was updated in 2005.

Contextual issues: regional

3.4 London, and particular East London, continues to be an area of significant change regarding housing priorities and policies. Of note:

- the continued growth of London as a 'world city' in the next 15 to 20 years will bring unprecedented opportunities to **Thames Gateway** and Havering
- Havering's geographical location sits in the Gateway to the **Olympic and Paralympic Games**. This enables the Borough to ensure that planning for the event and its legacy will help us achieve Community Strategy objectives at the same time
- in July 2006 the Government announced it would make the **Mayor of London** responsible for the capital's Housing Strategy and for investment in affordable homes. In a first step towards this major change for housing in London the Mayor published a consultation paper 'Towards the Mayors Housing Strategy' which builds on the London Housing Strategy 2005 – 2016. It introduced the seven key areas including building more homes in the right places and promoting choice and mobility which will have significant influence over our Housing Strategy Update 2007
- in May 2007 a report reviewing the quality and value of services provided by **London Councils** was released following extensive consultation with members and officers from London Boroughs, partner agencies and stakeholders. The report summarises and analyses key findings and offers conclusions and recommendations for the future of the service. It also proposes new policy objectives and re-apportioned costs between boroughs
- the Council Havering continues to play an active role in the **East London Housing Partnership, ELHP**. Since draft our previous Housing Strategy, the ELHP has published the East London Sub-

Regional Housing Strategy 2005 – 2010. The strategy identifies eleven key aims including increasing the number of new homes and building sustainable communities that build upon and complement the London Housing Strategy 2005 – 2016 and reflect the priority areas and overall vision for housing in Havering.

Contextual issues: national

- 3.5 At the national level, housing price inflation has continued to outstrip wages. In addition, while the Government has re-emphasised its commitment to all social housing meeting the Decent Homes Standard, local authorities' role in raising standards in the private housing sector has come to the fore, as has the emphasis on preventing homelessness and reducing the number of homeless households living in temporary accommodation.
- 3.6 Also of note, in October 2006 Communities and Local Government published the White Paper 'Strong and prosperous communities' aimed at giving local people and local communities more influence and power to improve their lives. There is clearly a need to place residents' interests and views even more at the heart of decision-making about housing issues.

Revised strategic housing objectives

- 3.7 In response to the changing policy environment discussed above, a series of revised strategic housing objectives is proposed. These revised objectives and priorities reflect the key concerns raised by stakeholders at the Housing Strategy Conference held at CEME in November 2006.
- 3.8 The Housing Strategy will be revised to reflect the aspirations of the Council and residents to transform houses into homes and streets into communities. The table below compares the proposed revised objectives with the objectives published in the Fit-for-Purpose Housing Strategy.

Proposed strategic housing objective	Previous strategic housing objective	Reasons for revision
<i>Investment objectives</i>		
<i>More new affordable housing</i> – ensuring sustainable, attractive, mixed and balanced communities will be created by increasing the supply of affordable housing and providing housing-related support services in line with the full range of housing needs in the	Increase affordable housing supply and meet the full range of housing need	Rewording to reflect prioritisation of joint working between the Housing and Environmental Health Service and Adult Social Services and Children's Services on developed supported housing schemes

borough		
Better existing housing – improve, through direct investment and enabling activity, the quality of existing homes across all tenures.	Invest in the housing stock across all tenures and surrounding areas, and ensure all social housing meets the Government’s Decent Homes Standard by 2010 at the latest	Rewording reflects to removal by the Government of the 2010 Decent Homes deadline, and the broadening of the emphasis at the national and local level of improving the quality of existing stock across tenures
Regenerate the borough – contribute to the regeneration and betterment of the borough’s communities and neighbourhoods	Contribute to the regeneration of the borough of the borough and the Thames Gateway	Rewording to reflect the Council’s growing emphasis on holistic regeneration of communities, rather than primarily the <i>physical</i> regeneration of neighbourhoods
Innovation objectives – previously referred to as service delivery objectives		
Provide high quality housing information, advice and support – support residents making housing choices and promote independent living	New objective	Added to reflect the new national emphasis on reducing homelessness, promoting independent living and enabling housing choices
Partnership working – encourage and develop joined up working by basing housing activity on the views and opinions of the community, partners and other stakeholders	Encourage and develop joined up working by basing housing activity on the views and opinions of the community, partners and other stakeholders	No change
Safe and sustainable communities – contribute to multi-agency working to promote safe and sustainable communities	Contribute to multi-agency working to promote safe and sustainable neighbourhoods	Slight rewording to emphasis local national shift in attention to sustainable communities, rather than neighbourhoods
Incorporated as a priority under the ‘regenerate the borough’ objective	Use housing investment potential and influence to promote training and employment for Havering residents	Emphasis on this remains the same

3.9 Appendix A shows:

- how the proposed strategic housing objectives will further the priorities of Havering Strategic Partnership
- how they link to the Comprehensive Performance Assessment blocks, and

- the key priorities areas for the Housing and Environmental Health Service under each objective.

Timetable for full revision of the Housing Strategy

3.10 The proposed timetable for fully updating the Housing Strategy is given below.

Action	Date
Seek approval from Cabinet for the revised strategic objectives	20 June 2007
Completion of draft Housing Strategy Update	End of August 2007
Consult partners and stakeholders on revised Strategy	September 2007
Complete final draft of the Strategy	End of September 2007
Print and publish Strategy	October 2007

Financial Implications and risks

- 4.1 The Housing Strategy will be revised in line with revenue resources already agreed by Cabinet through the MTFS process, and the capital resources discussed elsewhere on this agenda.
- 4.2 It is not envisaged that the revised Housing Strategy will expose the Council to any additional revenue or capital liabilities. If in the course of finalising the Strategy actions are identified that have a revenue and/or capital implication over and above those already considered by Cabinet, they will be brought back to Cabinet for approval.

Legal Implications and risks

- 5.1 The Communities and Local Government department's guidance on fit-for-purpose housing strategies states that 'once Housing strategies have reached the "fit for purpose standard", Communities and Local Government would expect them to have lifetime of 3-5 years and that during that period the council would only produce short annual updates to inform all interested parties of progress in implementing the strategy and any new developments.
- 5.2 From liaison with the Government Office for London, it has become clear that the Council's proposed approach to updating the existing Strategy is sufficient.

Human Resources Implications and risks

- 6.1 None arising directly from this report.

ICT Implications

7.1 None arising directly from this report.

Reasons for the decision

- 8.1 The Housing Strategy and in particular its action plan is now out-of-date. In addition, there have been a number of significant changes to services locally, and policy changes at the local, regional and national levels since publication of the last Housing Strategy affecting local authorities' housing roles. Acceptance onto the Government's ALMO programme is a prerequisite step in seeking and ultimately accessing the funds required to make the Council's properties decent.
- 8.2 Despite the recent changes in legislation giving the Mayor for London the lead role in housing strategy making in London, there still currently exists a duty on local housing authorities to produce and keep up-to-date a housing strategy reflecting local needs and priorities.
- 8.3 Thus, there is no alternative to updating the 2004-2007 Housing Strategy.

9. Alternative options considered

9.1 None applicable.

Equalities and Social Inclusion Implications and risks:

- 10.1 The Council's Housing Strategy Update will ensure that the Council and its partners will continue deliver new affordable housing and a range of high quality housing services to our residents to meet the needs of an increasingly diverse borough and whatever their requirements.

Staff Contact:	Jonathan Geall
Designation:	Housing Needs and Strategy Manager
Telephone No:	01708 434606
E-mail address:	jonathan.geall@haverling.gov.uk

CHERYL COPPELL
Chief Executive

Background Papers List

None

Appendix A: Proposed Strategic Housing Objectives

Havering Strategy Partnership key theme	Strategic housing objective: <i>service investment</i>	Strategic housing objective: <i>service innovation</i>	Key priorities areas
Protect and improve the environment <i>and</i> Better health and welfare	Objective 1 – more new affordable housing increase the supply of affordable housing and housing-related support services in line with the full range of housing needs in the borough		<ul style="list-style-type: none"> ▪ maximise inward investment to develop across tenures ▪ promote housing development schemes their carbon footprint ▪ maximise the number of empty properties brought back into use ▪ expand the range of housing specifically the needs of vulnerable residents with requirements ▪ expand the range of housing available for diverse communities, including black and ethnic groups, young people, older people and people with disabilities
	Objective 2 – better existing housing improve, through direct investment and enabling activity, the quality of existing homes across all tenures		<ul style="list-style-type: none"> ▪ bring all the borough's homes up to the Decent Homes Standard by 2012 ▪ ensure all housing association homes meet the Decent Homes Standard by no later than 2012 ▪ remedy the backlog of disrepair in the private rented sector living in Decent Homes ▪ deliver a step change in the energy efficiency of properties regardless of tenure so as to reduce the carbon footprint of the housing in the borough ▪ invest in and regulate the private rented sector to increase the availability of high quality properties ▪ reduce over-crowding
More prosperous communities <i>and</i> Improved lifelong learning	Objective 3 – regenerate the borough contribute to the regeneration and betterment of the borough's communities and neighbourhoods		<ul style="list-style-type: none"> ▪ use housing investment to support physical and economic regeneration ▪ contribute to the borough's Ambitions for Regeneration programme ▪ regenerate the Mardyke neighbourhood ▪ proactively contribute to the regeneration of the Gateway ▪ support the Romford and Hornchurch Urban Regeneration Scheme ▪ use the potential and influence of housing to improve the education, training and employment of Havering residents
Increased community participation		Objective 1 – provide high quality housing information, advice and support support residents making housing choices and promote independent living	<ul style="list-style-type: none"> ▪ prevent homelessness through high quality housing and support ▪ better understand and meet housing-related needs so as to promote independent living ▪ reduce the number of households living in sub-standard accommodation ▪ allocate homes effectively and fairly and

Cabinet, 20 June 2007

Havering Strategy Partnership key theme	Strategic housing objective: <i>service investment</i>	Strategic housing objective: <i>service innovation</i>	Key priorities areas
		<p>Objective 2 – partnership working</p> <p>encourage and develop joined up working by basing housing activity on the views and opinions of the community, partners and other stakeholders</p>	<ul style="list-style-type: none"> ▪ maximise ‘intelligence’ about Havering’s ▪ proactively engage with the borough’s ▪ deliver efficiency savings through partne
Safer communities		<p>Objective 3 – safe and sustainable communities</p> <p>contribute to multi-agency working to promote safe and sustainable communities</p>	<ul style="list-style-type: none"> ▪ promote community development and s ▪ investment in tenancy sustainment ▪ promote effective methods of tackling a through the Borough’s network of housir providers, including Homes in Havering ▪ use environmental health powers to mir neighbourhood disturbance ▪ work with partners to provide diversion opportunities to reduce anti-social beha
Promote financial efficiency and value-for-money	<p>Over-arching objective – provide value-for-money</p> <p>work with our customers and stakeholders to continually review and improve our performance</p>		<ul style="list-style-type: none"> ▪ bring and maintain our performance with similar authorities ▪ act as ‘client manager’ in monitoring the and championing best practice among, housing association partners and Home ▪ use the Council’s scrutiny structures to share best practice on the performance housing association partners ▪ prioritise invest-to-save initiatives in our ▪ proactively seek opportunities for extern assessment



MEETING	DATE	ITEM
CABINET	20 JUNE 2007	8

Cabinet Member: Councillor Michael Armstrong

Relevant Overview & Scrutiny Committee: Housing

This is a Key Decision

REPORT OF THE CHIEF EXECUTIVE:

Housing Revenue Account Capital Programme

SUMMARY

- 1.1 This report gives members details of the Housing Capital programme covering expenditure on properties held within the Housing Revenue Account, HRA
- 1.2 The report gives an analysis of the expenditure against the approved programme for 2006/07, and seeks approval of amended programmes for 2007/08 and 2008/09, along with a proposed programme for expenditure on HRA properties in 2009/10.

RECOMMENDATION

- 2.1 That the revised three year Capital Programme covering expenditure on HRA properties in the period 2007/08 to 2009/10 is approved.

REPORT DETAIL

- 3.1 The HRA Capital Programme covers expenditure on improvements to the Council's stock of houses, flats and surrounding areas. The MTFS report approved by Cabinet in February 2006 delegated approval of the final detail of the 2006/07 – 2008/09 capital programme to the Lead Member for Housing and Regeneration. This approval was granted on 23 June 2006.

- 3.2 The 2006/07 – 2008/09 programme is now rolled on one year to include the provisional programme for 2009/10. It has been reviewed and revised in consultation with Homes in Havering as required under the Management Agreement with the ALMO. The proposed programme is given in Appendix 1.

2006/07 – budget and out-turn compared

- 3.3 Provisional 2006/07 expenditure figures are available – see Appendix 1. Overall, HRA expenditure net of the over-programming built into the 2006/07 budget will enable £1,000,000 to be carried forward. This net under-spend has arisen because the out-turn expenditure in 2006/07 on the ‘common areas / sheltered’ line was £741,000 against a budget of £2,491,000. For all other lines, expenditure against the budget is within acceptable levels of tolerance
- 3.4 The under-spend on the ‘common areas / sheltered’ element of the programme is a result of (a) a longer than anticipated consultation and planning process regarding conversion of sheltered bedsits at Royal Jubilee Court, and (b) a decision to reschedule the works into the summer months to minimise disruption caused by shutting off heating during the works.

2007/08 – previously approved budget and revised budget compared

- 3.5 The proposed revisions to the previously agreed budget consist of:
- a reduced annual budget for ‘common areas / sheltered’ based on more practicable timescales for works to sheltered schemes
 - an increased budget for adaptations to enable larger scale works prioritised by the Housing and Environmental Health Service and Social Services
 - a specific budget for extensions to council properties funded by specified funding for this from the Regional Housing Board and the Greater London Authority, GLA.

2008/09 – previously approved budget and revised budget compared

- 3.6 It is proposed that each budget line is reduced by 4.5% compared with the previously approved budget in anticipation of the transfer of the Mardyke Estate to Old Ford Housing Association late in 2007/08, subject to ballot.
- 3.7 The only exception to this is that the ‘adaptations’ budget has been maintained to enable the meeting of increasing need levels associated with the ageing of Havering’s population.
- 3.8 As in the previously agreed programme, there is a significant degree of over-programming. Additional ALMO funding will be needed to reduce this.

4. Financial implications and risks

- 4.1 The Housing Capital Programme is split into two parts to reflect the differences in expenditure and funding which are currently applied by the Council to investment in HRA properties and investment in private sector

housing and affordable housing development. This report is concerned solely with investment in HRA properties.

4.2 HRA capital expenditure is incurred on property which is owned by the Council under part 2 of the Housing Act 1985. Such expenditure is mainly incurred on the major repair, refurbishment and improvement of such property. The major sources of funding for the HRA used in Havering are:

- supported borrowing, and
- the Major Repairs Allowance.

4.3 In addition, some capital receipts from right-to-buy sales and the disposal of redundant land and assets are used to support investment in HRA stock.

Housing Revenue Account – see Appendix 1

4.4 The HRA position is summarised as follows:

HRA	2007/08	2008/09	2009/10
	£000	£000	£000
Planned expenditure	14,824	14,840	14,840
Resources	13,947	11,761	11,398
Over-programming	877	3,079	3,442

4.5 As reported in previous years, beyond 2007/08, the HRA Capital Programme is over £3 million in excess of resources. If by then Homes in Havering has been awarded at least 2 stars by the Audit Commission then extra resources will be available to finance this, and additional, expenditure. However until those resources are available contractual commitments will need to be kept under review and commitments must not be entered into which will exceed capital resources.

Resources available for investment in HRA stock

	Total	Supported borrowing	Major repairs allowance	Specific grant*	RTB receipts**	Non-RTB receipts***
	£000	£000	£000	£000	£000	£000
As at 1/4/07	5,399	0	0	0	4,897	0
New resources	18,706	2,114	8,247	633	1,400	474
Used in year	18,103	2,114	8,247	633	3,956	474
As at 31/3/08	6,002	0	0	0	2,341	0

Cabinet, 20 June 2007

New resources	14,178	2,114	8,247	0	1,300	0
Used in year	16,424	2,114	8,247	0	2,540	0
As at 31/3/09	3,756	0	0	0	1,101	0
New resources	15,831	2,114	8,247	0	1,200	350
Used in year	15,821	2,114	8,247	0	2,190	350
As at 31/3/09	3,766	0	0	0	111	0
* £315k from the GLA for one bedroom extensions to council properties and £318k from the Regional Housing Board for two bedroom extensions.						
** Figures represent all anticipated right-to-buy receipts. Not all such receipts, however, are applied to HRA stock.						
*** Figures only include those receipts applied to the HRA.						

Risks

4.6 There are a number of risks which need to be mitigated – see Appendix 2 for the risk register relating to the Housing Capital Programme.

Summary

4.7 The tables above and contained within the appendices show that there are sufficient resources projected to finance the capital programme in 2007/08. However the position will need to be kept under constant review so that if any problems arise early remedial action can be taken and assessments can be made of the position in future years.

5. Legal Implications and risks

5.1 None arising directly from this report.

6. Human Resources Implications and risks

6.1 There are no Human Resources implications arising directly from the recommendations of this report.

7. ICT Implications

7.1 None arising directly from this report.

8. Reasons for the decision

- 8.1 Approval of the HRA Capital Programme as recommended is required to enable the Council to balance commitments made in (a) previous capital programme reports, (b) the MTFS report approved on 14 February 2007, and (c) the bid to the Communities and Local Government department for funding through the Arm's Length Management Organisation, ALMO, route.

9. Alternative options considered

- 9.1 Maintain the previously approved programme. This option was rejected as the previous programme required significant amendment to reflect (a) the revised appraisal of works required to HRA properties arising from the ALMO bid, and (b) the proposed transfer of the Mardyke Estate to Old Ford Housing Association, thus reducing both capital resources and liabilities.

10. Equalities and Social Inclusion implications

- 10.1 The proposed programme will help increase the number of Decent Homes among the Council's housing stock. Particular members of Havering's population are over-represented among council tenants, notably older residents, those with disabilities and those without paid employment. Therefore the proposed HRA Capital Programme will have a positive impact on promoting social inclusion within the borough.

Staff Contact	Jonathan Geall
Designation:	Housing Needs and Strategy Manager
Telephone No:	01708 434606
E-mail addresses:	jonathan.geall@haverling.gov.uk

CHERYL COPPELL
Chief Executive

Background Papers List

None

Appendix 1 : Housing Revenue Account Capital Programme 2007-2010

Expenditure – £000s	Revised 2006/07	Provisional out-turn 2006/07	Proposed 2007/08	Proposed 2008/09	Proposed 2009/10
Heating	1,600	1,579	1,500	1,430	1,430
Decent Homes	4,246	4,128	4,250	5,730	5,730
External Refurbishment	5,019	4,890	5,200	4,300	4,300
Environmental Improvements	819	823	820	950	950
Common areas / Sheltered	2,491	614	1,500	1,400	1,400
Energy Efficiency	275	230	275	480	480
Aids and Adaptions	546	534	646	550	550
Office accommodation and furniture	228	363	-	-	-
Extensions	0	0	633	-	-
TOTAL	15,224	13,161	14,824	14,840	14,840

Funding Statement – £000s	Revised 2006/07	Provisional out-turn 2006/07	Proposed 2007/08	Proposed 2008/09	Proposed 2009/10
Major Repairs Allowance in Year	8,124	8,124	8,247	8,247	7,884
Supported Borrowing	2,114	2,114	2,114	2,114	2,114
Major Repairs Allowance Reserve	0	0	0	-	-
HRA receipts, from right-to- buy and non right-to-buy sources	4,236	2,923	2,010	1,400	1,400
HRA receipts brought forward	0	0	1,000	-	-
Additional Resources	0	0	633	-	-
Resources	14,474	14,474	14,004	11,761	11,398

Over-programming – £000s	750	-1,000	820	3,079	3,442
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Appendix 2: HRA Capital Programme Risk Register

Risk	Likelihood	Impact	Mitigation
Homes in Havering does not achieve a 2* rating from the Audit Commission	Low	High	Homes in Havering has employed consultancy support from the Housing Quality Network in order to prepare for the inspection The Council is pro-actively monitoring Homes in Havering's performance
The programme assumes over-programming, that is, expenditure could exceed available resources. This is especially the case in the programme from 2008/09 onwards	Low	High	1. The programme will be managed by technical officers to ensure that contractual commitments do not exceed resources 2. There are robust corporate capital monitoring procedures in place overseen by the Directorate of Finance and Commercial
There could be delays and or extra costs due to contractors going into liquidation	Low	Medium	Before being placed on the approved list contractors have to satisfy the Council on their financial viability
There could be cost overruns on individual schemes	Medium	Medium	Schemes are individually monitored as part of the corporate capital monitoring process and lessons learnt from each scheme
Costs could increase by a higher rate than general inflation because of the demands placed on the construction industry by the Olympics, regeneration throughout the Thames Gateway and other boroughs' Decent Homes programmes	Medium	High	Homes in Havering is in the process of negotiating a partnering agreement with Morrison with the aim of constraining the impact of inflation

Cabinet, 20 June 2007



MEETING	DATE	ITEM
CABINET	20 JUNE 2007	9

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: Havering Primary Care Trust – Agreement to a Protocol Regarding Placement Costs

SUMMARY

This report seeks the endorsement from members with regard to the current working protocol used by Havering Children's Services Directorate and Havering Primary Care Trust. This protocol has been introduced to ascertain the share of costs between the statutory agencies, for children who have complex needs (including children with disabilities) and / or are cared for away from home.

This protocol will simultaneously be presented to the PCT board, via the Professional Executive Committee for ratification by the Director of Public Health. The protocol enclosed is a 'working document' and has been operationally active for several months.

RECOMMENDATION

This report recommends that members agree that:-

- (a) it be noted that the protocol set out in Appendix 1 has been adopted, and is being used as a tool for determining the apportionment of placement costs between the local authority and Havering Primary Care Trust for children with complex needs; and
- (b) so far as it may be necessary, it be confirmed that such use has the support of Cabinet.

1. REPORT DETAIL

- 1.1 Arrangements between what has historically been the Local Education Authority and Social Services, to share placement costs for children and young people, have been in place for approximately 10 years.
- 1.2 In the main this has involved 3rd tier officers, responsible for Special Educational Needs and Children Looked After, meeting on a regular basis, to agree upon a share of costs for all children looked after and often placed 'out of borough'.
- 1.3 Through this process it became self evident that discussions with colleagues from the NHS were also required to ensure that a) children & young people's needs were fully catered for and b) a financial contribution from the NHS should also be sought, were such costs were identifiable and extraneous in relation to locally available health provision.
- 1.4 Commitment from PCT Commissioning Managers was secured approximately 3 years ago and this has resulted in regular, multi agency dialogue with regard to the costs of a range of looked after children, children with disabilities & children with specific, complex needs.
- 1.5 Meetings take place on a fortnightly basis and are attended by all key professionals from the local authority and PCT. More recently the panel has also been able to discuss broader issues impacting upon specific young people in the community, as well as inviting relevant colleagues from adult services to attend. This is to ensure that accurate and timely information is provided and the participation of adult services colleagues in key placement decisions of children approaching adulthood is achieved.
- 1.6 As the multi agency format progressed all parties agreed that a more consistent methodology was required, to ensure that the decision making process regarding the apportionment of placement costs, was clear.
- 1.7 Colleagues in Adult Services and the PCT had been operating a similar process for some years and the multi agency group agreed to call upon this expertise within the PCT to assist in the drafting of a protocol applicable to children and young people. The subsequent document, 'Children with Complex Needs: Panel Redesign Proposals' was produced in consultation with all panel partners.
- 1.8 The protocol includes terms of reference for the panel, criteria for funding allocation & an appeals process as well some detail as to how the meetings are administrated, frequency etc.
- 1.9 The protocol also includes a 'Risk Matrix' which enables all agencies to assess the level of need and accompanying risk, inherent in each child. The matrix is accompanied by suggested funding bands and it is on this basis that apportionment of placements costs is discussed and agreed.

- 1.10 The matrix itself has been devised via several drafts and whilst currently a working document, all parties are agreeable to its review at agreed intervals.
- 1.11 This process currently governs the shared funding arrangements for 21 children and young people. Whilst the number of young people can vary across the financial year, this figure is relatively stable.
- 1.12 This group of children and young people can often have a wide range of multiple disabilities and complex health needs and whose families require a diverse and costly range of services, often required for some considerable time.

2. Financial Implications and risks:

- 2.1 Whilst no process or protocol on its own can eliminate potential risk, financial implications and risks with regards to the local authority are small.
- 2.2 The implementation of the protocol has required a consistent 'officer group' to ensure the principles and inherent processes are accurately applied, and thus attempt to eliminate the vagaries of subjective assessments.
- 2.3 The protocol is the tool by which the local authority is able to negotiate with colleagues in Havering PCT the apportionment of young people's placement costs.
- 2.4 The inconsistent application of such a process could result in dissatisfied settlements for all parties. It is therefore in all partners interests to apply the protocol.

3. Legal Implications and risks:

- 3.1 The relationships between the various agencies involved in funding arrangements for children with complex needs is in itself complex. The Health Authorities are governed by legislation which allows them a certain amount of flexibility in the manner in which services are delivered and in its extent. The local authority has far more prescriptive and enforceable duties towards children.
- 3.2 This protocol is a tool for resolving the funding arrangements for such children at an officer level. Each authority retains its ability to make its own decisions as to how much it is prepared to pay in specific cases and what is considered as a suitable package for individual children, obviously subject to the overarching principle that the authority must provide for the child's reasonable needs which it has a statutory duty to meet. However the proposed joined up approach is a mechanism to ensure that the welfare of children with complex needs are not jeopardised by inconsistent approaches from the different agencies involved.
- 3.3 There are review and appeal processes available within the protocol, which should reduce the areas of dispute and hopefully ensure that the risks of legal challenge are minimised

4. Human Resources Implications and risks:

4.1 There are no Human Resources Implications inherent in the adoption of the protocol.

5. Equalities and Social Inclusion implications:

5.1 The protocol concerns itself with some of the most vulnerable young people in Havering. Children who are looked after and children with learning difficulties, physical & sensory disabilities and other complex needs.

5.2 Consequently the protocol and panel meetings provide a multi agency process to ensure that the needs of some of the most vulnerable and in need children in Havering, are comprehensively supported and provided for via the statutory agencies.

6. Alternative Options Considered:

6.1 There are no alternative arrangements currently considered. The only alternative would be to revert to a less joined up and inconsistent process for decision making.

Staff Contact: Ruth Jenkins

Designation: Head of Service Children and Families Social Care

Telephone No: 01708 433002

E-mail address: ruth.jenkins@haverling.gov.uk

**Cheryl Coppel
Chief Executive**

Background Papers List

Appendix I – Children With Complex Needs: Panel Redesign Proposals



MEETING	DATE	ITEM
CABINET	20 JUNE 2007	10

Cabinet Member: Councillor Geoff Starns

Relevant Overview & Scrutiny Committee: Children's Services

This is a Key Decision

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: CHILDREN'S TRUST

SUMMARY

On 17th January 2006 Cabinet approved the arrangements for setting up the Havering Children's Trust. This was in line with the powers open to Local Authorities within the Children Act 2004. Within that decision Cabinet agreed the membership and the terms of reference of both the Trust Board, chaired by the Cabinet Member for Children's Services and the Trust Executive, chaired by the Group Director, Children's Services.

Cabinet also sought a further report from the Director of Children's Services with proposals for the next stage of development. This report, falling a year after the formal establishment of the Trust seeks to review the first year's activity of the Children's Trust and to set out proposals for further stages of development.

RECOMMENDATION

Cabinet is asked to:

1. Note the progress of the Children's Trust within its first year.
2. Agree the future direction as set out in the report, particularly to the investigation of joint commissioning arrangements between the Council's Children's Services and Havering Primary Care Trust.
3. Note that at this stage it is not thought necessary to bring forward proposals to establish executive functions or financial delegation to the Trust Board, whilst also noting that this position may change in the future.

REPORT DETAIL

Within its first year of operation the Trust can point to the following achievements:

1. Clear agreement on its priority areas namely,
 - Children with disabilities and long term medical conditions.
 - The developments of early intervention and preventative services.
2. The adoption of the Young People's Participation Strategy.
3. The adoption of an overarching commissioning framework, subsequently agreed by Cabinet.
4. The Board has received reports from the Local Safeguarding Children's Board on Safeguarding and Child Protection.
5. Production and revision of the Children and Young People's Plan.
6. Overseen service improvement and commissioning of Child and Adolescent Mental Health Services through the Trust Executive.

The progress of the Trust has been steady but not rapid. There have been capacity and historical financial issues which have needed resolution before major progress could be made. These have been successfully concluded and firm criteria established to deal with future decisions on joint funding for individual children. This work has created a solid financial platform for future commissioning to move forward.

The Joint Area Review was extremely positive about the quality of multi-agency and multi-disciplinary work at practitioner level and the outcomes this was achieving. What they were effectively seeing was the Trust in action. It did comment, however, that the Service had some way still to develop in terms of commissioning and in the development of the Children's Trust. The inspectors appreciated that it was early in the Trust's development but the expectation of further development was clear and would be an issue at the point of any re-inspection.

The Trust has substantially, therefore, achieved the objectives set out in the January 2006 report. The structures are established, multi-agency working continues to develop, priorities are agreed, the commissioning framework is agreed and the mechanisms for the participation of young people are established.

The question then becomes what is the next stage for the Trust? The DfES has recently published research it commissioned from the University of East Anglia in association with the National Children's Bureau. This has been a longitudinal study of the early development of Children's Trusts, in particular, the seventeen pathfinder trusts. One of the key findings has been that all have taken time to become fully established and make a real impact.

In governance terms Trusts have fallen into two broad categories:

1. a collaborative strategic partnership with the statutory agencies as the accountable bodies with a partnership based on the duty to co-operate in the Children Act 2004.
2. a partnership by legal agreement with governance and policy enacted as far as possible by a Children's Trust Board.

The Havering arrangements fall into the former category with the Trust being an advisory body. The Trust is also declared to be a commissioning body and expresses no plans to depart from that position. What may need to be considered in the future is use of Section 31 of the Health Act 2000 to set up a pooled budget between the Council and the PCT to take forward the commissioning plans of the Trust. However, there are no firm plans to do this at this time.

For the Children's Trust to truly add value to the work of both agencies, and to result in more coherent and more easily accessed services being available for children and families, it is important that this activity is undertaken with the closest joint working possible.

In addition, in order to ensure that the Children's Trust can be effective in its commissioning function, both Children's Services and the PCT need to generate capacity.

As a means of achieving both of these objectives this report proposes the establishment of a joint commissioning function within the Trust. This will enable service review and development to be undertaken taking full account of social care and health issues and beyond with the objective of making access to services easier, less duplication and achieving greater effectiveness from commissioned services.

This would need to be achieved in as straightforward a way as possible but could include the secondment of PCT staff to the Authority. At present there are no specific proposals due to work currently being undertaken within the PCT but this will allow time for preparatory work and detailed consideration of how best this is to be achieved.

It is expected that the setting up of such joint commissioning arrangements will be cost neutral.

Having established that there need be no immediate changes to the governance arrangements for the next stage of Trust development as it is anticipated that the work plan will include:

- Further revision of the Children and Young People's Plan.
- The Children's Trust Executive acting as the Children's block of the Havering Strategic Partnership and implementing the relevant parts of the Local Area Agreement.
- Carrying out the full service review for Children with Disabilities.
- Develop a Trust wide strategy for improving services and outcomes for Looked After Children.
- Review and revise the Prevention Strategy.
- Seek to develop Trust wide locality working arrangements.
- Ensure that the activity of the Trust, whilst having responsibilities across the whole age range of Children's Services, is lined up behind the Cabinet's overall priority on development of services for young people.

Financial Implications and risks:

There may be various implications arising at differing stage of implementing the proposals of the development of the Trust and in this report. This section seeks to summarise them and highlight how they will be addressed.

The arrangements being proposed at this stage make no change to financial or service accountability. Partners of the Trust will retain their own budgets and accounting mechanisms with the Trust acting in an advisory capacity regarding the incurring and monitoring of spend. Before agreeing to implement recommendations of the Trust, the partners will need to satisfy themselves that they have the required funding and that associated financial implications have been addressed.

The report suggests that the Trust may make proposals regarding the secondment of staff from one employer to another. In addition to the management and HR issues, before such proposals are agreed, consideration will need to be given to the following financial aspects:

- Salary costs including employers national insurance & superannuation contribution
- Other related costs
- Which superannuation scheme the employee will contribute to
- Which body will process the salary

- Funding of total costs

Legal Implications and risks:

At this point, given no proposals to change governance arrangements there remain no significant legal implications or notes. Any future proposals will be subject to detailed legal consideration before progressing to decision.

Human Resources Implications and risks:

The Trust Board is not proposed to be an employing body. The Trust will, however, make proposals which, together with those changes determined by regulation will, when implemented, make a number of significant differences to the working practices of staff in a number of agencies. It is likely to be necessary to arrange for secondments of staff from one employer to another and in the first place the alignment of conditions of service will not be a priority. As working practices change and as multi-agency teams develop it is likely that employment conditions will need some alignment, the extent of which cannot at this stage be fully determined.

Equalities and Social Inclusion implications:

The Children Act follows the white paper titled “Every Child Matters”. Explicit in this title is the clear intent, which this Council supports, that equality and social inclusion for children and the communities in which they live, play and work are not optional but central to our purpose.

Staff Contact	Andrew Ireland
Designation:	Group Director, Children’s Services
Telephone No:	01708 433203
E-mail address	andrew.ireland@haverling.gov.uk

CHERYL COPPELL
Chief Executive

Background Papers List

Cabinet Report – 6th January 2006 – Children’s Trust arrangements

Cabinet, 20 June 2007