Public Document Pack

Havering
LONDON BOROUGH

OVERVIEW & SCRUTINY BOARD AGENDA

7.00 pm	**Wednesday 7 October 2015**	**Havering Town Hall, Main Road, Romford**

Members 16: Quorum 5

COUNCILLORS:

Conservative (7)	**Residents' (3)**	**East Havering Residents'(2)**
John Crowder	June Alexander	Gillian Ford (Chairman)
Steven Kelly	Nic Dodin	Linda Hawthorn
Robby Misir	Barbara Matthews	
Dilip Patel		
Viddy Persaud		
Carol Smith		
Linda Trew		

UKIP (2)	**IRG (2)**
Ian de Wulverton	David Durant
Lawrence Webb (Vice-Chair)	Graham Williamson

For information about the meeting please contact:
Richard Cursons 01708 432430
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Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

OVERVIEW AND SCRUTINY BOARD

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

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

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

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

AGENDA ITEMS

1   CHAIRMAN'S ANNOUNCEMENTS

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

2   APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

3   DISCLOSURE OF PECUNIARY INTERESTS

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

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

4   MINUTES (Pages 1 - 6)

To approve as a correct record the minutes of the meeting of the Board held on 22 July 2015 and to authorise the Chairman to sign them.

5   CHAIRMAN'S UPDATE

To receive a verbal update from the Chairman.

6   VOLUNTARY SECTOR STRATEGY REVIEW (Pages 7 - 44)

Report and appendices attached.

7   CORPORATE PERFORMANCE REPORT Q1 2015/16 (Pages 45 - 66)

Report and appendices attached.

8   ANNUAL OMBUDSMAN LETTER (Pages 67 - 86)

Report and appendices attached.

9   FEEDBACK FROM SUB-COMMITTEE CHAIRMEN

To receive feedback from the Chairmen of the following Sub-Committees:

- ·   Environment;
- ·   Health;
- ·   Children & Learning;
- ·   Town & Communities;
- ·   Individuals; and
- ·   Crime & Disorder.

10   URGENT BUSINESS

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

**Andrew Beesley
Committee Administration Manager**

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
22 July 2015 (7.00 - 9.00 pm)**

Present:

COUNCILLORS

Conservative Group	+Ray Best, John Crowder, Steven Kelly, Robby Misir, Viddy Persaud, Carol Smith and +Frederick Thompson
Residents' Group	June Alexander, Nic Dodin and Barbara Matthews
East Havering Residents' Group'	Gillian Ford (Chairman) and Linda Hawthorn
UKIP Group	Ian de Wulverton
Independent Residents' Group	David Durant and Graham Williamson

An apology for absence was received from Councillor Lawrence Webb.

+Substitute members: Councillor Ray Best (for Dilip Patel) and Councillor Frederick Thompson (for Linda Trew).

All decisions were taken with no votes against.

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

19   **MINUTES**

The minutes of the meeting held on 5 May 2015 were agreed as a correct record and signed by the Chairman.

20   **CHAIRMAN'S UPDATE**

The Chairman updated the Board as to why a recent Executive Decision regarding the proposed Romford Leisure Centre had been exempted from call-in.

Following discussions with the Chief Executive it had become clear that there would have been insufficient time to allow for the call-in procedure to have been exercised as a decision had been required the same day.

Subsequently Morrisons had submitted new information regarding relating to their side of the arrangement and the progress of the development was now still to be determined.

It was agreed that there was no reason why the Towns and Communities Overview and Scrutiny Sub-Committee could not consider the new information that had been received and also look at the way future Executive Decisions were dealt with.

21   **ONE SOURCE - ANNUAL REPORT AND UPDATE**

The report updated the Board on oneSource's current operating position, and reviewed and monitored the progress of oneSource at the one year anniversary of the formal launch of the shared service.

The report also outlined oneSource's strategic aims for the next three years.

oneSource had developed a model that took the best from the Council's services, looked at best practice elsewhere and reflected on what customers had told them what was important to them which in turn provided a standard support service, which was consistent across both councils.

Members were advised that against an original predicted £4.1m savings target, oneSource had actually achieved savings of £5m for 2014/15.

oneSource had four corporate KPIs which were Customer satisfaction, Saving achieved, Council tax collection and NNDR collection.

Two customer satisfaction surveys were carried out a year, which collated the views of 250/300 service managers.

Members felt that it was important that the views of Members were also taken on-board when analysing customer feedback.

During the debate Members questioned the number of services and staff that were going the way of Newham as opposed to Havering.

Members asked that a comprehensive report showing the breakdown of staff numbers of both Havering and Newham employees, how these numbers were different from the time of inception of oneSource and where services were being located and the number of redundancies since oneSource's inception.

Following a question regarding the transfer of ICT services officers confirmed that the ICT helpdesk had been relocated to Stratford but the rest of the ICT team was remaining in Havering.

The report also outlined services that oneSource was providing to other local authorities.

Officers also confirmed that the signing of a Memorandum of Understanding to develop a business case to assess whether the London Borough of Bexley could join oneSource. Officers were working closely with colleagues at Bexley to understand current ways of working and identify potential opportunities to deliver savings, more efficient processes and increased resilience through sharing services.

The Board **noted** the contents of the Annual Report.

22 **CORPORATE PERFORMANCE REPORT - ANNUAL 2014/15**

The Board considered a report which outlined the Council's performance against the corporate performance indicators and annual targets for 2014/15 according to the five Living Ambition goals of last year's Corporate Plan.

The report identified where the Council was performing well and not so well. Where the Council was performing not so well corrective action had been included in the report highlighting what actions the Council was taking to address poor performance, where appropriate.

Also attached to the report, for the first time was a Demand Pressure Dashboard illustrating the growing demands on Council services and the context that the performance levels set out in the report had been achieved within.

Also included in the report were the proposed targets for 2015/16, to allow further comparison of the target against last year's outturn.

Members noted that seventy Corporate Performance Indicators were measured annually and of these 85% had been given a green status as opposed to 83% in 2013/14.

The report that had been considered by Cabinet made clear that the measures and targets set out in the Corporate Plan at that time would continue to be refined as necessary as service plans were finalised. Members noted that changes that had been suggested to targets during the review period had been incorporated into service plans.

The Board **noted** the performance indicators and the Demand Pressures Dashboard.

23 **CORPORATE PERFORMANCE INDICATORS REVIEW - UPDATE**

Members were advised that discussions had taken place between the Chairman and the Council's Head of Business and Performance on how performance indicators were fed back to the Overview & Scrutiny Sub-Committees.

Members noted that each Sub-Committee would receive a report covering performance areas that were bespoke to the Sub-Committee's terms of reference similar to the dashboard statistics that had been included with Annual Report mentioned in the last agenda item. The narratives to each performance indicator would also be much richer in information giving Members a better picture of where targets were being met/not met and the corrective action that was being taken.

The Board would continue to receive the full pack of performance indicator information.

24 **OVERVIEW & SCRUTINY SUB-COMMITTEES/TOPIC GROUPS UPDATES**

Environment Sub-Committee

The Chairman advised that a topic group had been set up to look at waste minimisation.

It was agreed to invite Councillor Kelly to the next meeting as his previous work with ELWA would provide valuable assistance to the group.

The Sub-Committee would also shortly be receiving a presentation on fly-tipping and its enforcement throughout the borough.

The Sub-Committee would also be investigating the future parking provision for residents of the borough.

Health Sub-Committee

The Chairman advised that the topic group looking at appointment cancellation was continuing with its work and was due to shortly meet with representatives from BHRUT to discuss the issues further.

Towns & Communities Sub-Committee

Members were advised that the meeting scheduled for September had been brought forward to August to allow the Sub-Committee to report to Cabinet the Private Sector Landlord topic group's findings and recommendations.

Individuals Sub-Committee

The Chairman advised that a new topic group was being established to look at the care packages that were currently offered to residents and possible changes to the provision of future care offered.

Crime & Disorder Sub-Committee

The Chairman advised that the Sub-Committee was due to receive a presentation on the current position with the new Community Rehabilitation Company.

Others areas currently being monitored were tripartite courts, prisons and discharge rates.

Children & Learning Sub-Committee

The Chairman, Cabinet Lead and Head of Service, had met with four schools in a new process to meet with all Head Teachers and Chairs of Governing bodies. To date: one secondary, two primary and one special school had been invited to the Town Hall. The process was on-going.

It was noted that the Educational Attainment topic group had been unable to gain access to some schools however it was hoped that this situation would change in the near future.

The Sub-Committee was also reviewing the current provision of SEN transport provision in the borough.

Debt Recovery Topic Group

Councillor Williamson advised that a meeting of the topic group and the Director of Exchequer and Transactional Services had taken place with a further meeting taking place shortly.

Officers had provided the group with reports detailing the levels of debt that existed from non-payment of council tax.

Discussions had taken place regarding suggestions of how the debts could be managed in the future and ways of increasing payment of council tax.

The group would also be meeting with the Council's Debt Management Project Manager shortly.

Chairman

OVERVIEW AND SCRUTINY BOARD

7 October 2015

Subject Heading:	Voluntary Sector Strategy Action Plan Progress Report
CMT Lead:	Andrew Blake-Herbert, Group Director, Communities and Resources
Report Author and contact details:	Anita McDade, Community Engagement Team Leader Anita.mcdade@havering.gov.uk 01708 432492
Policy context:	The Corporate Plan 2015/16 provides that the Council will: • Support local voluntary and community sector (VCS) organisations and encourage residents to play an active part in their communities through volunteering • Seek to maximise funding for Havering through lobbying and attracting other external funds • Encourage community responsibility by organising and assisting with community clean up campaigns

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

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

SUMMARY

This report outlines progress which has been made in respect of the Voluntary Sector Strategy Action Plan since it was approved by the Cabinet in June 2015

RECOMMENDATIONS

1) Members are asked to review the report and note its content.
2) Members of the Overview and Scrutiny Board are asked to determine when they wish to receive a further report on progress against the Voluntary Sector Strategy action plan.

REPORT DETAIL

Background

On 9 October 2014, the Council published a draft Voluntary Sector Strategy for consultation. An independent consultant was appointed to lead the consultation process which comprised workshops, focus groups, one to one meetings and an opportunity to submit comments directly either to the Council's consultant or to the Council itself. Over 116 people attended the workshops from a wide range of groups and the feedback was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector. Despite this diversity, however, there were a number of ideas for action that were supported by a wide range of groups. Organisations saw the potential for real improvements in relationships between the Council and the sector and, to that end, wished to see a small number of realistic, clear and achievable actions on the part of the Council to achieve this.

Following the review, the Council, taking into account the feedback received, revised the strategy and developed an action plan to address a number of the issues raised by the voluntary and community sector.

The detailed report attached at Appendix 1 sets out some of the progress which has been made on the Voluntary Sector Strategy Action Plan, which includes actions to:

- Increase volunteering;
- Improve communication and access to information;

- • Improve joint working arrangements between the Council and the voluntary and community sector;
- • Develop alternative sources of funding for the voluntary and community sector;
- • Promote the voluntary and community sector;
- • Put in place procedures for community rights granted under the Localism Act, and
- • Open up learning and development opportunities to the voluntary and community sector.

Progress against the action plan is monitored on a monthly basis by a cross-departmental Voluntary Sector Review Steering Group.

Highlights

- • On Monday 8 June, the Council hosted a Crowdfunding Workshop, showing voluntary organisations in the borough a new way of raising money. Crowdfunding involves funding a project or venture by raising contributions from a large number of people, via the internet. For many organisations it offers a new way to finance their activities, while giving ordinary people a new way to donate to good causes. Those organisations attending learned how to run a successful fundraising campaign including how to deliver a successful pitch, how to communicate this and build a network of supporters. 19 people attended the event and 5 people received a 1-1 session with the facilitator.

- • Voluntary sector organisations have been engaged in discussions and preparations for the introduction of the Care Act. Engagement has been achieved through attendance at Care Act provider forums; attendance at a workshop for bidders that were interested in the advice and information tender (which will establish 3 Community Hubs) and through engagement in the development of the Market Position Statement which is aimed at existing and potential providers of Adult Social Care and Support and sets out to:

- • sustain and improve dialogue with providers, people who use services, carers and others, and
- • stimulate a diverse, active market where innovation and energy is encouraged and rewarded

Family Mosaic secured the advice and information contract and currently operates from Holgate House, Romford whilst establishing three community hubs across the borough.

- The Council has hosted two Business Continuity Workshops for the voluntary sector which will help organisations that attended to understand the risks they face, identify a strategy to support those risks and to develop an action plan to ensure the future smooth running of their operation. Eight delegates attended from seven VCS organisations.

- The Havering Compact has been refreshed in partnership with the voluntary and community sector and will be sent out for wider consultation at the end of September. The Compact for Havering is a written commitment to positive partnership working between the public bodies and the Voluntary and Community Sector in Havering.

- A VCS web section has been developed and was tested by a VCS Focus Group on Friday 25 September to ensure that it meets the needs of the sector, captures all of the feedback from the consultation and is user friendly.

Positive feedback was received from the Focus Group and it was agreed the VCS web section will capture the following topics:

Welcome page
Community Engagement Team
Governance
Grants & Support
Volunteering
Training
Community Directory of Groups
Community Activities by Ward
Links to external agencies and LBH portals

The web section will go live on 1 October 2015.

- A Volunteering Strategy has been developed for the Borough in partnership with HAVCO and will be sent out for consultation at the end of September.

- Over 40 volunteers have been engaged in Community Clean-Ups around the Borough and a calendar of clean-ups has been developed which is attached at Appendix 2.

IMPLICATIONS AND RISK

Financial implications and risks:

The Council's approved financial strategy includes a savings target of £1.1 million in voluntary sector grants and commissioned services. The achievement of this and other savings targets are of major importance in managing the long term financial stability of the organisation.

The voluntary sector is a valuable community resource and it is recognised that the Council may better manage service costs pressures through the effective application of its voluntary sector strategy.

Legal implications and risks:

There are no apparent legal implications in noting the content of the Report.

Human Resources implications and risks:

There are no specific Human Resource implications.

Equalities implications and risks:

The strategy has been subject to an EIA. The action plan flows from this strategy so an additional EIA has not been undertaken

BACKGROUND PAPERS

The Voluntary Sector Strategy and Action Plan report presented to Cabinet on 17 June 2015

The Voluntary Sector Strategy and Action Plan are available on the Community Engagement page on the Havering Council website at:

http://www.havering.gov.uk/Pages/ServiceChild/Voluntary-Sector-Strategy-aspx

The Corporate Plan 2015/16 is available on the Council Democracy and Elections page on the Havering Council website at:

http://www.havering.gov.uk/Pages/Catergory/Council-and-Democracy.aspx

Voluntary Sector Strategy

2015 - 2018

Contents

Appendices

Section 1 - Foreword

This strategy has come about following an extensive consultation process over a 3 month period including workshops, one to one meetings and a feedback session. We are grateful for the many organisations and individuals which have taken part and contributed to the discussion and debate. We have listened very closely to the messages coming out of the consultation and are reflecting these in this document and in particular in the action plan. There appears to be broad agreement to the Vision, Aims and Outcomes which we set out in the consultation draft but with key messages coming out about information, communication and commissioning (amongst other things) which we reflect on in the summary of the consultation below.

The final strategy is the Council's Voluntary Sector Strategy. We recognise that the Council and the Voluntary Sector together face many challenges and opportunities ahead, as outlined, and that we can best face these by working collaboratively in a strong partnership. We are committed to work with the Sector to re-launch the Compact, and its associated codes, and this will be a great opportunity for the sector to be more engaged with us moving forward. When this strategy needs to be revised we intend that the next version is a shared one, between the Council and the Sector, but we realise there is much work to be done to be able to get us to that point.

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

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

Councillor Melvin Wallace

Cabinet Member for Culture and Community Engagement

Section 2 - Executive Summary

This strategy document sets out a number of challenges facing both the Council and the Voluntary Sector. It sets out the both the local and national context and is the continuation of a discussion between the sectors about how we can move forward in the light of these changes and how we can further develop that relationship.

The strategy sets out a vision and aims as follows:

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

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

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and local people to take the lead on improving their local areas through voluntary action, and

2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery)

It links outcomes to be delivered to the corporate plan (currently being revised), the health and wellbeing strategy, the culture strategy and our integrated health and social care vision, and sets out 4 additional outcomes to be achieved which are:

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

The strategy then includes an action plan to take us towards these outcomes.

Section 3 - Introduction – Where we are now

Havering's Voluntary and Community Sector

Havering has a fairly large voluntary sector, believed to be in excess of 800 organisations. These range from larger voluntary organisations, such as the Citizens Advice Bureau, Tapestry, the Carers Trust, YMCA, etc., through to small neighbourhood-level groups of residents - local people giving up their spare time to make a difference in their neighbourhood. Around £200m each year is brought into the local economy by Havering's VCS.

Appendix 1 summarises the best data we have available on the state of the sector in Havering. Of the 477 charities operating in Havering, they employ about 670 staff and have an income of around £46.9 million and operate in a diverse range of areas. 75% of organisations rely on donations and fundraising as their main source of income followed by fees/subscriptions, grants and then earned income. In 2013 HAVCO registered 1141 new volunteers and provided 2027 opportunities for volunteering, demonstrating a key shortage of volunteers, something we wish to address through this strategy. In the first half of 2014/15 HAVCO registered 468 volunteers and 1380 volunteers were signposted to opportunities either directly or through the Do it website

In 2012 and again in 2013 HAVCO undertook surveys of the voluntary sector in Havering to capture changes to the sector and trends. Of those who responded to the survey, they employed around 1800 full time or part time staff and turnover ranged from £0 to £7 million per year. 60% of groups had a steady income, 33% had reduced income and 8% an increase. 51% of groups reported an increased demand for services and 27% an increase in the number supported. None had suffered a fall in demand for services. 63% of groups wished to increase volunteering with 5.4% thinking they might have to reduce services and 9% expecting to make staff redundant. Messages fed back to the local authority were to:

- Improve the job market
- Release funding for voluntary organisations
- Build alliances with voluntary organisations in a more open and transparent way
- Have more focus on smaller user-led organisations at the heart of their communities
- Appreciate us and the work we do in the community
- Grants from local authorities to voluntary groups can save the local authority money in the longer term

Key observations which came out of the survey were that the sector is struggling but surviving, general turnover was down and there was evidence of groups using reserves to survive (and some had significantly depleted reserves) but there was a general determination to continue for the sake of their service users.

The funding environment is clearly a challenge for the sector as is acquiring the necessary skills to exploit new opportunities which will become available. On the other hand the sector has a range of strengths which we wish to develop including:

- Knowledge of local need and ability to engage harder to reach individuals and groups

5

- Strong local knowledge and constantly evolving and responding to local need
- Able to explore new ways of offering more tailored services
- Ability to support services through use of volunteers
- Inspiring active citizenship, community cohesion and pride
- Ability to draw in funding and lever in additional resources and
- Raising the profile of Havering as the place to be

Consultation Feedback

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

In particular the following key challenges tackled relate to:

- Information
- Communication
- Enabling innovation and forward planning and
- Joint working/partnership

Ideas which were put forward included:

- Maintaining effective communication through designated points of contact in the Council to support the sharing of relevant information (which is needed to enable better joining up of services, understanding of need and development of ideas).   .
- Jointly developing a solution to meet the need for people (users and other community organisations as well as public services) to know about each other's services and activities. This could be achieved through one really good website/directory.
- Commissioning cycles that build in time to engage potential bidders in service shaping and allow the opportunity to explore and develop new ideas on service delivery.
- Publishing the 'outcomes' required by the Council so that organisations are able to take these into account in their business & strategic planning
- Maximising use of premises/access to space.
- Ensuring funding processes and criteria work so they add value in building resilience of local communities e.g. by supporting those that show how they invest in the skills and capacity of local people.
- Reviewing and re-launching the Compact to ensure it is fit for purpose and can help with the need for dispute resolution processes (identified by some groups) and other issues raised including
    o A forum for dialogue outside of grant/contract discussions
    o Discussing sector representation on key partnership boards
- Commissioning future infrastructure support to deliver on needs identified throughout the consultation, particularly in relation to information sharing, policy engagement, and capacity building to increase sustainability/resilience/capacity for innovation etc.

We asked the Sector for their views on a SWOT analysis and the attached table summarises the views given at the various workshops

Strengths	Weaknesses
- Accessing funding - Creativity, innovation - Responsive and passionate - Varied/diverse - Cost effective - Capacity/reach - Volunteers who care and give something back - empowering - Meets local needs - Independent and trusted - Open and transparent - Has specialisms - Builds communities and supports networks	- Gaps in provision - Children with disability moving to adult services and 0-5 - Fractured homes - Advocacy for older people - Counselling - Parent carers/young carers - Under 5 development issues - YP generally and specifically with substance misuse issues - Social Enterprise - Supplementary education - Need for funding - Need for development – not always the most effective solution - Feels marginalised - Inertia - Poor networks and lack of awareness of other organisations
Opportunities	**Threats**
- Greater choice – but what are implications? - Need for support services - Rehabilitation - Advocacy/voice - Use of new technology - Cut out duplication - Better understanding community needs - Personal budgets, but more information needed - Propose solutions	- Changing demographics - Domestic violence on increase, FGM &HGM - Obesity/health problems - Social isolation - People working longer and women working - Benefit changes - Decrease home ownership - Greater poverty - Support for increased migration - Austerity and cuts - Competition in sector - Chasing funding rather than focusing on need

7

The Council Context

Over recent years the Council has come a long way to engage with the voluntary sector and, in line with the localism agenda, transfer powers down to a local level. For instance all the Borough's 18 community centres are now managed by local community associations, which determine how the buildings are run for the benefit of the local community. A raft of voluntary action takes place across Havering, from befriending schemes to reduce social isolation, through to preventative health and wellbeing programmes run by volunteers, and including a host of sporting, cultural and leisure opportunities.

In 2013/14, the Council spent approximately £8.7m funding services from the voluntary and community sector, including core funding grants to organisations, smaller contributions towards community projects and larger contractual arrangements for specific commissioned services. In 2014/15 the figure was approximately £7.6 million and this included external funding as well as HRA funded projects.

As well as grants and other funding arrangements, the Council also provides historical in-kind support to the voluntary sector, by way of:

- "Equitable rents", set at one-third of open market commercial rents, amounting to a subsidy of approximately £300,000 per annum, to 19 community organisations renting Council premises.
- Discretionary rate relief in the sum of £223,802 (2013/14) to 94 organisations with charitable status.

The Council, in addition to grant aiding and commissioning services and providing in kind support, provides a range of support to the sector including:

- Supporting funding applications - £345k was raised in 13/14 and approximately £240k so far in 14/15
- Support on governance issues and compliance
- Capacity building through support to a range of organisations including start ups
- Development (in 2010) of the Compact and supporting guidance with the sector
- Maintaining overall relationships with the sector and e.g. the BME forum, faith groups, Friends of Parks groups (funding, events and new start-ups)

Havering is facing many challenges ahead. We are seeing significant changes in our population which are increasing demands on services (e.g. the number of younger adults with complex disabilities and the growing number of older people with multiple health and care needs) whilst at the same time are facing unprecedented financial challenges, resulting in the Council needing to find £60 million of savings over the next 4 years, equating to approximately a third of its budget. The problem that we are facing now is how to meet the needs of the community, continue to tackle inequality and ensure that we get the very best outcomes for the limited amount of public money available.

As part of these savings proposals we need to find savings of £1.1 million from grants and in services commissioned from the voluntary sector for 2016/2017. Proportionately, this budget reduction is significantly less than the overall reductions facing Council service as a whole and recognises the need to offer on-going support to the sector.

A grants and commissioning review is currently being undertaken and will look at how these savings will be delivered – any changes to funding will be subject to further consultation and involvement with organisations and service users who might be affected by proposals. The timescale for delivering savings is prior to the financial year 2016/17, which does allow proposals to be developed in consultation with the sector and, where funding is to be reduced or stopped, for a proper analysis to be undertaken of impact and for early notice to be given of potential changes. What is clear is that these challenges and opportunities can be tackled more effectively in partnership.

However, it is not all negative. The strategy also sets out where there might be new opportunities for the sector and how these might be exploited. If a strong business case can be developed then there could well be additional investment coming into the sector if it can be demonstrated how that investment would give rise to savings e.g. though prevention or early intervention. There is also the opportunity to gain more impact from investment going into the sector.

Even without the context of budget reductions the time is right to engage in a conversation with the sector. The Council has not undertaken a thorough review of funding and relationships with the sector for approximately 13 years and continues with a fairly traditional approach to grant funding and commissioning services. Whilst a Havering Compact was initiated in 2003, revised in 2009 and launched at the Compact AGM (during the voluntary sector conference in May 2010), this has not been an active process and it needs to be refreshed. The current situation needs review as there is a:

- Need to review what infrastructure support is now required in the light of changing circumstances to build capacity and capability in the sector
- Need to improve collaboration in the sector as some of the larger contracts may require a consortium approach to be developed
- Need to respond to changes brought about in the legislative and policy contexts
- Variable monitoring of outcomes being delivered through funding and of the quality of service being delivered through arrangements, which means that it has not always possible to demonstrate that value for money is being delivered under the current arrangements
- Lack of clarity about funding processes and criteria resulting in organisations not currently funded finding it difficult to be able to access sources of funding
- Lack of strong governance of the arrangements which ensures that our funding processes are transparent, fair and targeted and supports those organisations and services which best meet the needs of our communities

The Council does recognise the huge role which the voluntary sector plays in supporting communities. It also recognises that the voluntary sector plays an important role in engaging 'hard to reach' sections of the population and often has an excellent understanding of the people who live in Havering and some of the challenges local people face in their day-to-day lives. For these reasons, the voluntary sector often has unique advantages over the public and private sectors, and adds value through volunteering opportunities which enhance community life. The Council is committed to working creatively with the voluntary sector during these continued times of financial austerity, to help ensure that organisations providing valuable services to our communities are able to survive, and continue their good work in supporting those in need and in making Havering the great place it is to live.

9

The National Context

Set out in Appendix 2 are a summary of national legislative/policy changes which impact on this strategy. Some of the implications of these and of the changing local demography include:

- Growing societal needs at a time of reducing expenditure requiring resources to be focused on areas of greatest need through commissioning arrangements and for individuals and communities to become more resilient and self-reliant providing support for one another rather than relying on local funding
- More of a focus on prevention and early intervention activity to help improve outcomes for local people and reduce and manage demand on public services rather than reactive solutions which are often more costly and less effective
- Wider private market and self-funding
- Personalisation and the use of personal budgets and
- New methods of service delivery need to be explored including using trained volunteers to play more of a significant role in delivering services.

Purpose of the Strategy

The purpose of the strategy is to set out our proposals for how we want to address these issues and to ensure that the voluntary sector has the capacity that will be needed to support growing communities, through prevention and increased community resilience.

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

For example, there will be more demand from local people for services no longer provided by the state, and there is huge potential for the voluntary sector to step in and meet need, by acting more entrepreneurially, and to be able to compete with the private sector in tapping into new and growing markets.

We need to create a significant change in our relationship with the sector, based on clear priorities and outcomes that improve people's lives - rather than simply funding individual organisations.

This does not mean that we do not value each and every one of the organisations operating in our community. It means that because we have less money, we have to concentrate resources on the highest priorities. Therefore our emphasis will be on preventing future demand on public services through prioritising prevention.

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

Scope of the Strategy

This strategy encompasses the full range of voluntary and community sector services that exist in the borough, not just those which currently receive grant aid or provide commissioned services.

By 'voluntary and community' organisations, we are talking about the following types of organisation:

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

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

Section 4 - Vision – Where do we want to get to?

Vision

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

Strategic Aims

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

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and local people to take the lead on improving their local areas through voluntary action, and

2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery)

Links to Corporate Plan and other strategies

The Strategy will apply to the whole sector, but for those organisations in receipt of funding from the Council, grants or contracts will only be given which deliver outcomes which are strongly tied to the delivery of the outcomes set out in the Corporate Plan or any replacement thereof.

The strategy also needs to take into account the Council's Culture Strategy 2012-2014 which supports the current Corporate Plan through its own set of objectives and which are underpinned by principles;

- to promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community;

- to continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives
- to be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down barriers to engagement where these exist, facilitating social progress and improved quality of life.
- to continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensure that activities are evaluated effectively to retain a focus on outcomes for local people.

The Culture Strategy is aiming to build capacity in the voluntary and community sector by providing direction, brokerage and support whilst encouraging greater ownership and this is central to maintaining the above principles and fulfilling the objectives.

This strategy also takes into account the Health and Well Being Strategy and the Council's vision for the future of social care in which we need to move away from a more traditional model of service delivery to one in which we are more responsive to local needs and in which users will self-fund and have greater choice than ever before. To enable this to happen we will need to take steps to grow the market and this may well involve new opportunities for the sector.

Our vision for health and care services is that by 2019 we will have an integrated health and social care system providing care and support to people in their own homes and communities. Our model has five 'building blocks' providing the priorities for implementing the five year plan, with differential pace and funding currently under discussion. These are:

1. Developing further the Integrated Locality Model
2. Managing Demand
3. Building Community Capacity
4. Service Redesign
5. Sustainability

To progress to a wholly integrated system the four design principles we will consistently apply are that:

1. Individuals and communities will be empowered to direct their care and support and to receive the care they need in their homes or local community.
2. Localities will be central to organising and co-ordinating peoples' care.
3. Services will be integrated around GP registration to simplify access and make co-ordination and integrated delivery easier.
4. Our systems will enable the provision of integrated care; providers will assume joint accountability for achieving outcome goals and to deliver efficiencies.

Outcomes

This vision is supported by four key outcomes which we want to achieve with this Strategy:

1. **Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people**

   We wish to encourage volunteering and to tap into the local understanding of grass roots needs which can deliver best care, support, value and independence. For the many reasons set out above we have identified a clear need to move away from the traditional approaches to funding, and to focus on early intervention, prevention and demand management.

2. **Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and innovation and co-production of services that meet community needs**

   The Council has a role to play in developing new markets in the light of changes being brought about in children's and adult services and in sending signals to the sector about what needs to happen and creating the context for a thriving sector. Increasingly services will be driven by the personalisation agenda leaving individual service users to specify the nature of the service they require. In Havering we need new models and organisations to emerge that are to fill gaps in the market brought about by increasing numbers of people with personal budgets seeking new ways of meeting their care needs and organisations which can take advantage of the huge demand for preventative services that save money in the long run.

   The Council will also need to develop capacity in the voluntary sector in light of the need to explore alternative models of service delivery in which volunteers play a more significant role. For example, the Library Strategy 2015-17 proposes a 'partnership' Library Service based on 'co-produced libraries' model wherein a core team of professional library staff are retained, but are supported by trained volunteers who help run the service.

   The Council needs to work with the sector to explore alternative delivery models, such as the model described above, including VCS organisations working together where it would be beneficial to do so. We all need to work together to create an environment in which the voluntary and community sector can thrive. The sector needs to move away from silo working and to engage in open dialogues and collaborative models of delivery, for example sharing and developing its own assets and resources.

3. **There will be infrastructure support for the sector that is fit for purpose**

   'Infrastructure' refers to the support available to the voluntary and community sector to help them to achieve their aims. Infrastructure organisations support

and represent at a strategic level other voluntary sector bodies or specific parts of the voluntary sector. They provide advice on a range of issues affecting organisations such as training, interpreting the impact of policy changes, advising on funding opportunities, and providing guidance on other issues designed to build organisations' capacity.

In Havering there are a number of infrastructure organisations, including HAVCO. To be able to thrive in the new era of outcomes based commissioning, voluntary sector organisations will need new types of support to survive and thrive. This will include things like exploiting new technologies that will help them reach new clients and volunteers, fundraise in new ways, and galvanise enthusiasm and support of the local community.

Infrastructure provision in Havering must be strong, effective and fit-for-purpose, in the sense that it needs to be able to support the sector to be able to meet these new challenges. It also needs to take into account lessons learned through the national review of infrastructure provision and the views of the sector on what provision it requires.

Services provided by the Volunteer Centre need to be considered as part of this review given the importance of volunteering, changes brought about by on line matching of volunteers to opportunities and the need to enable residents to volunteer in a more targeted fashion.

The sector may also require support on the provision of back office functions and new models can be explored to deliver such services at a reasonable cost.

4. **The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes**

In times of budget reductions, the Council is under pressure to demonstrate tangible outcomes and delivery of value for money for every pound that it spends. For that reason financial support will be targeted at our priorities and areas of greatest need. With less money around, it's also more important than ever that the Council reduces the costs associated with duplication and bureaucracy in the way it administers grants and contracts and monitors the outcomes being delivered for those investments.

The Council is currently reviewing the recurring grants it has in place with the voluntary and community sector, with a view to developing a simpler, 'one council' approach to investing in the sector. We want to encourage organisations to be innovative in how they bring in income, and plan ahead to make sure their services are resilient by not relying on grant aid from public bodies that is not likely to be available in future. The review is also focusing upon services currently commissioned from the sector.

The Council wishes to move to more of a commissioning approach whilst perhaps maintaining a small grants pot which would be available to smaller voluntary and community organisations which can help deliver against the

Council's priorities. In moving to this approach we wish to harness the ability of the sector to provide customer focused services and also take advantage of wider economic and social objectives such as increasing volunteering, increasing local employment and skills and a greater sense of community ownership of local issues.

Section 5 - How will we get there?

Appendix 2 sets out a detailed action plan addressing how we will deliver the strategy outcomes and in particular address issues raised through the consultation.

Section 6 – How will we know when we have got there?

The Council will monitor delivery of the action plan through its Voluntary Sector Steering Group and through the Community Engagement Team. Key actions for the Council are being built into service plans delivery of which will be monitored corporately. Our aim is to strengthen the relationship with the Sector, despite the changes to funding which inevitably need to be made, and to engage in an effective dialogue. Many of these outcome measures will be measured through surveys to gauge views of the sector. Specific projects will develop their own performance measures, e.g. to increase volunteering numbers and placements. The work on the Compact will enable an ongoing dialogue to be maintained with the Sector on progress about delivery of these outcomes. We also expect to see innovation as a result of the changes being introduced e.g. through the youth service mutual and other methods of attracting finance and making the best use of existing resources in place.

Appendix 1

Local Context: Havering's Voluntary Sector

Because of the informal nature of much of the community sector, it's very difficult to get a complete picture of how many organisations there are and what types of services they provide. To try and map the current picture of the sector, three main sources of data have been identified:

1) The London Voluntary Service Council recently commissioned National Council for Voluntary Organisation (NCVO) to compile data on the Voluntary Sector in London. This included a breakdown for each borough.

2) We know that the research carried out into organisations listed on the Charities Commission is not the full picture of particularly some of the smaller organisations working at a community level. Havering Association of Community and Voluntary Organisations (HAVCO), has 459 organisations on its Community Portal database.

3) The 2010 National Survey of Charities and Social Enterprises (NSCSE), carried out by Ipsos MORI on behalf of The Office for Civil Society, asked organisations to identify the *main* clients, users or beneficiaries of their organisation. Of the 440 charities, voluntary groups and social enterprises in Havering invited to take part in the survey, 186 responded (a 42% response rate).

Below is a summary of the findings for Havering from each of these sources of information.

NCVO Report

NB: This covered organisations registered with the Charities Commission only.

- **Number of Organisations**

Item	Number
Income	£46.9m
Expenditure	£45.6m
Assets*	£54.5m
Employees*	670
Organisations	319
Trustees	1,736

The figures for assets and employees are based **only** on those organisations with incomes greater than £500,000 per year, so will be lower than for the whole sector.

- **Overview of charities**

The registered charities data used in all tables have been filtered using a 'third sector test'. Included are organisations generally considered to be part of the third sector, we have removed organisations not traditionally seen as third sector but still registered as charities, such as housing associations, independent schools, government bodies, trade associations and faith groups whose main objective is the promotion of religion.

The list of Companies Limited by Guarantee has been filtered to remove registered charities (to avoid double counting) as well as organisations not traditionally viewed as third sector, such as management companies of blocks of flats.

Type of charitable organisation	Number
Charities	319
Community Interest Companies	6
Industrial and Provident Societies	6
Companies Limited by Guarantee	146
Total charitable organisations	**477**

- **Charities in detail**

The figures for employees are based **only** on those organisations with incomes greater than £500,000 per year, so will be lower than for the whole sector.

Local includes organisations working at any level below national – i.e. regional, cross-borough, single borough or smaller.

	Local	National	National & Overseas	Overseas	Not Known	Total
Number	242	25	10	16	26	319
Income	£39.9m	£3m	£2.4m	£1.4m	£0	£46.9m
Expenditure	£38.6m	£3.1m	£2.4m	£1.5m	£0	£45.6m
Employees*	579	25	57	9	0	670

- **Charities operating in Havering but based elsewhere**

http://data.ncvo-vol.org.uk/areas/london/intro.

Item	Number
Number (Havering only)	44
Income (Havering only)	£6.1m
Number (throughout London)	896
Income (throughout London)	£346.6m

Type of Organisation

Legend	
■	Animals (27)
■	Arts (47)
■	BME (20)
■	Community (35)
■	Disability (87)
■	Elderly (196)
■	Environmental (17)
■	Faith (5)
■	Health (57)
■	Other (10)
■	Sports (31)
■	Substance Misuse (8)
■	Support & Development (3)
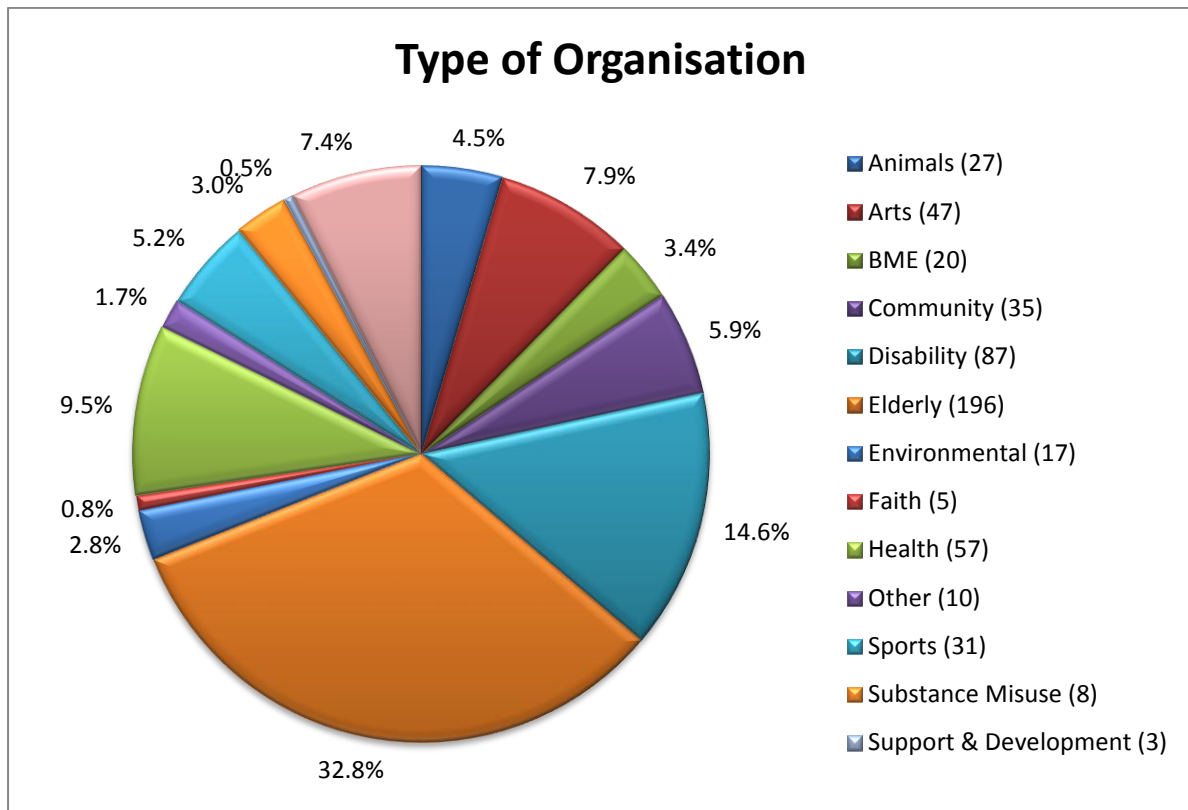
The organisations registered on the Community Portal and based in Havering have bases located fairly evenly across the borough:
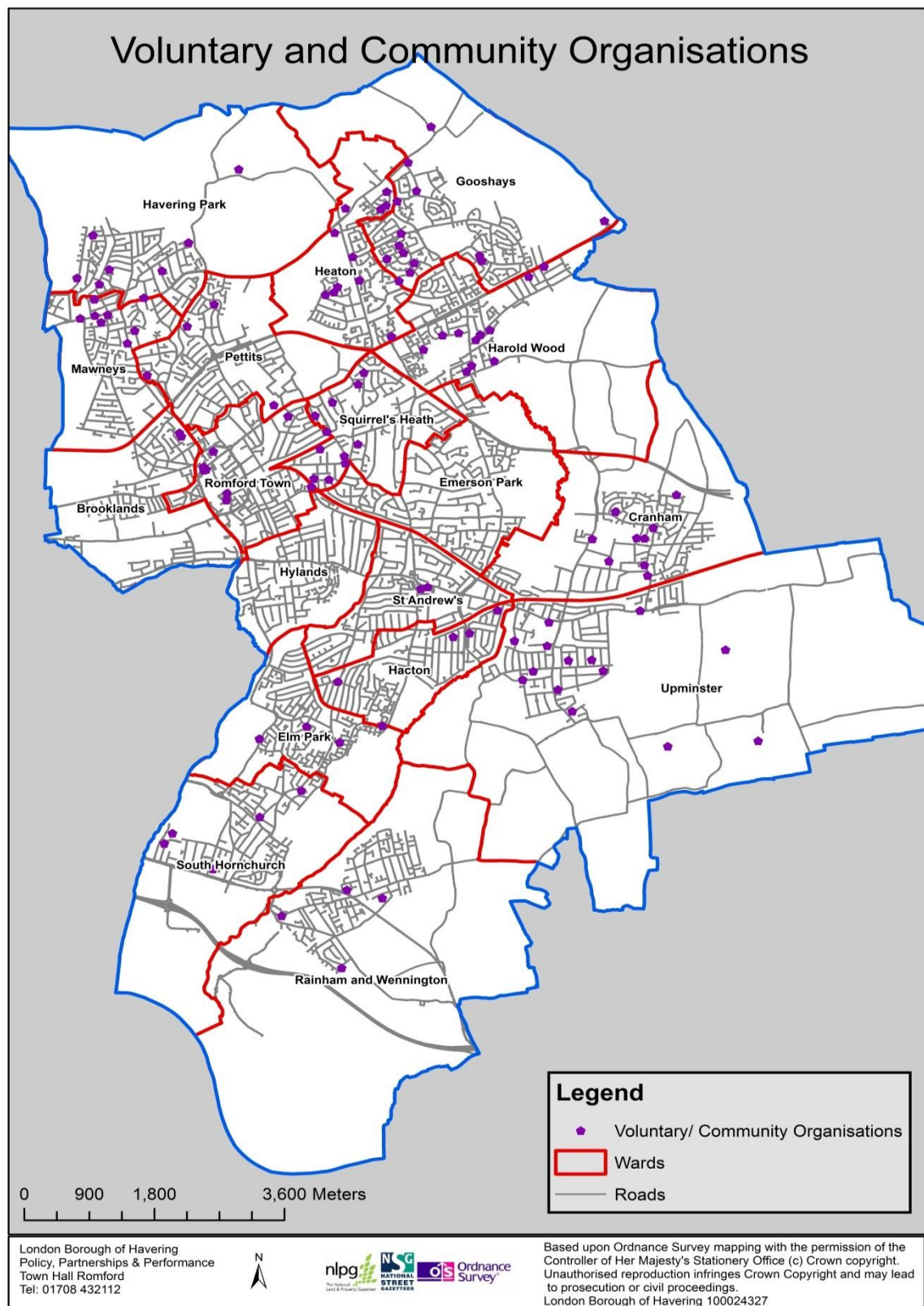
The Findings of the 2010 National Survey of Charities and Social Enterprises (NSCSE)

Users or beneficiaries of organisations:

Havering		
Rank	Main clients, users or beneficiaries	%
1st	The general public / everyone	38%
2nd	Children (aged 15 or under)	31%
3rd	Young people (aged 16 to 24)	23%
4th	Women	16%
5th	Older People	14%

Main areas that organisations work in:

Havering		
Rank	Main areas for organisations	%
1st	Education and Lifelong Learning	27%
2nd	Leisure (including sport and recreation)	26%
3rd	Religious / Faith-based Activity	25%
4th	Community Development and Mutual Aid	17%
5th	Health and Well-being (e.g. medical, health, sickness, disability, mental health, counselling)	15%

The top five main areas identified by organisations in Havering mirrored that of our nearest statistical neighbours in London. Organisations in Bexley, Hillingdon, and Bromley all documented the same main areas in the 2010 NSCSE - the only exception being Hillingdon who also listed culture (including arts and music) as a main area of their organisations in the 2010 NSCSE.

Main roles undertaken

Havering		
Rank	Main roles your organisation undertakes	%
1st	Delivery of other services (e.g. business services, financial services, leisure, retail, manufacturing, community support, sports coaching/club, and recreation),	28%
2nd	Advancing religion and / or spiritual welfare by supporting religious or spiritual practice	24%
3rd	Delivery of public services (e.g. social housing, health care, day centre, counselling, community safety, education, childcare)	22%
4th	Community development and mutual aid	13%
5th	Provides advice to individuals	12%

Geographic areas of operation

Havering		
Rank	**Top five geographic areas**	**%**
1st	Your local authority area	40%
2nd	Your neighbourhood	31%
3rd	Regionally	12%
4th	Nationally	11%
5th	Internationally	7%

Approximate number of full-time equivalent employees

Havering		
Rank	**Number of full-time equivalent employees**	**%**
1st	None	56%
2nd	No answer provided	10%
3rd	One	9%
4th	Two	8%
5th	Three to Five	6%

Approximate total number of volunteers, including committee / board members

Havering		
Rank	**Volunteers, including committee / board members**	**%**
1st	1 to10	36%
2nd	11 to 20	32%
3rd	No answer provided	11%
4th	21-30 / 31-50 / 101 to 500	6%
5th	51 to 100	2%

Approximate annual turnover or income from all sources

Havering		
Rank	**Annual turnover / income**	**%**
1st	£10,001 - £30,000	19%
2nd	£5,001 - £10,000	17%
3rd	£100,001 - £500,000	12%
4th	More than £500,000	9%
5th	£30,001 - £60,000	8%

Top five sources of income

Havering		
Rank	**Sources of income**	**%**
1st	Donations and fundraising activities	75%
2nd	Membership fees / subscriptions	43%
3rd	Grants from non-statutory bodies	23%
4th	Earned income from training including retail	20%
5th	Earned income from contracts	10%

Appendix 2 - National Context

There are a number of things happening nationally that impact on this strategy.

- The Care Act 2014 - the Care Act is the most important piece of legislation impacting on adult social care since the NHS Community Care Act 1990. It creates a range of new duties and responsibilities that will come into effect in April 2015, and will have implications on the level of public services that local government will be able to afford to provide, and will also require the voluntary sector to work very differently.

  There will be significant opportunities for the voluntary organisations providing care and preventative services to expand their operations, as there will be new markets and potentially more people with personal budgets to sell services to. There may also be opportunities to carry out assessments and to identify new and hidden carers and to support them. The Act introduces new duties on local authorities to facilitate a vibrant, diverse and sustainable market for high quality support and care, for the benefit of the local population. Havering is likely to have a significant number of self-funders and carers. This will generate spend and is a real opportunity for the sector. The Council will need to provide market intelligence to support the sector to know where demand is growing and thus to inform business planning.

  The Council will also have a duty to provide comprehensive information and advice about care and support services in Havering. This will enable people to understand how care and support services work locally, the care and funding options available and how people can access care and support services. Again this gives an opportunity for new forms of service provision which help signpost and manage demand.

  However, the Care Act also offers challenges to the sector, in terms of the need to have capacity in the right areas, be able to act more commercially such as bidding for contracts, developmental support around working through consortia, developing new innovative service offers that local people want, etc.

- Better Care Fund – this is designed to support transformation and integration of health and social care services to enable local people receive better care. The BCF is a pooled budget that shifts resources into social care and community services. The voluntary sector will be a key partner in delivering outcomes under this programme and will, for example:
  - Help us to ensure that those people not yet experiencing acute need, but requiring support are helped to remain healthy, independent and well
  - Our vision by 2019 is to co-produce community based solutions with the voluntary sector to support and sustain service user self-empowerment and management and providing better support to carers
  - Our localities model will include voluntary sector provision of local information and advice and will integrate mental health professionals – this again will be an opportunity for the sector
  - The Joint Carers Strategy for Havering will aim to develop a vibrant voluntary sector which will provide support to carers and the sector will be engaged throughout the strategy development process. As part of this a comprehensive review of voluntary sector contracts for carers support will be undertaken

  The BCF will develop an integrated commissioning function between the Clinical Commissioning Group and adult social care. Grants and contracts across both organisations are being reviewed to ensure more cohesive and value for money services. Integrated commissioning will lead to savings and improved outcomes. Pilots will take place in 15/16 around carers, dementia and frail elders e.g. social prescriptions. This approach will also consider what has been commissioned in the past and which is no longer required in the new environment and will be de-commissioned.

- The Children and Families Act 2014 – over the next 2/3 years statements of special educational need will be replaced by a single Education, Health and Care (EHC) Plan drawing together all the support required by a child or young person up to the age of 25 with special educational needs or disabilities (SEND). The Local Offer now provides information in a single place on what services are available locally for children and young people with special educational needs and disabilities (SEND) and their families from a range of local agencies, including education, health and social care. The Local Offer provides information on a number of things, including:

  - special educational provision;
  - health provision;
  - social care provision;
  - other educational provision;
  - training provision;
  - travel arrangements for children and young people to schools, colleges and early years education; and
  - preparing for adulthood, including housing, employment and leisure opportunities

  This provides children and young people with special educational needs and their families with more choice and therefore more control over what support is right their child. All parents of children with EHC plans must be offered (but are not obliged to accept) a personal budget for the services their child requires. Parents must therefore understand all that is spent on their child's plan and can have a degree of control over how it is spent.

- The Social Value Act 2012 – this enables social value criteria to be taken into account when awarding service contracts. Use of economic, social and environmental criteria must be relevant and proportionate. As a result social value needs to be considered at the different stages of a procurement process.

- Infrastructure – there are some changes to the national volunteering infrastructure through Do It and also national and regional work to consider voluntary sector infrastructure needs and provision, including the NAVCA Independent Commission on the future of local infrastructure..

- The Public Sector Equality Duty – the duty supports good decision making by encouraging public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. An Equality Impact Assessment had been carried out on the consultation draft of this strategy and has been updated in the light of the consultation. Any specific proposals for changes will be subject to further consultation and review.

- The Localism Act – this Act has encouraged the devolution of service delivery, community ownership of assets, the exploration of new models of delivering public services through e.g. mutuals. Along with the power of general competence it gives a mandate to explore new models of delivery in conjunction with ideas emerging from the sector. A similar approach to spin off of public services has been taken in the health sector.

- The Health and Social Care Act 2012 put clinicians at the centre of commissioning and provided a framework for providers to innovate and empower users. The act provided a basis for better collaboration, partnership working and integration across local government and the NHS.

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Voluntary Sector Strategy Action Plan

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

*In terms of delivery against target/timescales

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
1	Joint working arrangements between the Council and the sector **Outcome 2**	Support the review of the Compact & 4 Codes of Good Practice	• Compact for Havering & 4 Codes of Good Practice reviewed and revised • Consultation carried out with voluntary sector forums and provider forums • New Compact finalised in light of consultation feedback and re-launched • Compact embedded in working practices. • Quarterly Compact workshops to be held for staff, Members and Public Sector organisations	Revised Compact to be finalised October 2015 Ongoing Ongoing	Anita McDade (Community Engagement Team Leader) HAVCO		First Compact Stakeholder meeting held on 21 April 2015
2	Improving communications and access to information **Outcomes 1, 2 & 4**	Implement the Community Engagement Team as the main point of contact for the voluntary sector and as the VCS lead within the Council. Refocus the work of the Community Engagement Team on community development and delivery of the Voluntary Sector Strategy and action plan.	• A vcs@havering.gov.uk email address established and accessible to all team members • Community Engagement Team role descriptions refreshed and renewed as part of the restructure of the Policy and Performance service • Havering Compact Dispute Resolution process implemented when necessary • Improved access to information by the voluntary and community sector	May 2015 October 2015 As necessary Ongoing	Pippa Brent-Isherwood (Head of Policy and Performance) Anita McDade (Community Engagement Team Leader)		
		Identify and publicise designated points of contact for the sector within each service Develop and agree a role description for VCS "champions" within service areas	• VCS organisations have a single point of contact within each service area • Clear role description in place for voluntary sector "champions" within each service	June 2015	Anita McDade (Community Engagement Team Leader)		
		Establish 3 Community Hubs across the borough along with outreach points	• 3 Community Hubs in place • "Hub and spoke" model of information and advice implemented across the borough	September 2015	John Green (Strategic Commissioning Manager)		

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
		Develop an area on the Council's website specifically targeted at the VCS • Identify ICT lead • Incorporate links to the Community Engagement Team webpages, HAVCO Directory of Voluntary Organisations, current consultation opportunities , a Community Resource Directory & training opportunities • Provide links to other relevant online LBH information portals (e.g. the Local Offer and Care Act Portal) • Consult with VCS to ensure it meets their requirements and amend as required	• A new single, online point of reference available to the VCS	September 2015	Anita McDade (Community Engagement Team Leader) ICT lead (TBC) HAVCO		
3	Increasing volunteering **Outcomes 1 & 3**	Establish and publicise a volunteers@havering.gov.uk email address as a first point of contact relating to volunteering opportunities within the Council Compile a list of volunteering opportunities across Council departments, with role profiles Encourage the public to play their part in keeping Havering clean and encourage community responsibility by organising and assisting with community clean up campaigns Actively promote volunteering opportunities within Council services and recruit volunteers to positions • Provide editorial coverage on a quarterly basis in *Living* Magazine, *At the Heart* and *Sheltered Times*, publicising volunteering opportunities within the borough • Use Council events to promote volunteering opportunities within the Council and to recruit new volunteers Encourage staff to volunteer in their local community in their own time, e.g. governor positions at local schools • Run a volunteering publicity and promotions campaign in LBH Publications, E Bulletins, Inside Havering & Global Emails to raise awareness of volunteering as a leisure time activity	• Comprehensive list of all volunteering opportunities within the Council is available and actively promoted • Increased number and diversity of volunteers recruited into volunteering opportunities within the Council • Number of volunteers active as Friends of Parks increased by 15% by end March 2016 • 90 volunteers engaged in community clean ups during 2015/16 • 180 volunteers engaged in community clean ups during 2016/17 • increased number of staff registering to support their community through volunteering	May 2015 June 2015 Ongoing Ongoing Ongoing	Anita McDade (Community Engagement Team Leader) Simon Parkinson (Head of Cultural & Leisure Services) Keith Brown(External Relations Officer)		Volunteers@havering.gov.uk email address has been established and is linked to the Community Engagement Team

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
		Develop a volunteering strategy for the borough in partnership with the HAVCO Volunteer Centre • Produce an initial draft • Carry out initial consultation with stakeholders from the Havering Volunteer Managers' Forum • Carry out full, 12 week consultation	• New Strategy finalised	First draft by end June 2015 Final Strategy agreed by end November 2015	Kim Smith (Senior Community Engagement Officer) HAVCO Volunteer Centre Manager		
		Recruit more volunteers to support the running of the Council's libraries service as part of the Council's budget strategy • Develop a list of voluntary and community groups in each library's reach areas • Offer a presentation to each local voluntary and community group about the volunteering opportunities available within Council libraries • Develop a specific volunteering strategy to support the Council's libraries service	• 290 volunteers assisting in running Council library services by end March 2016	June 2015 July / August 2015 September 2015	Anita McDade (Community Engagement Team Leader) Kayleigh Pardoe (Policy, Marketing & Administration Manager)		
		Continue to fund the HAVCO Volunteer Centre to promote and support volunteering in Havering	• 600 new Volunteer Centre registrations • 1,500 registered volunteers signposted to registered opportunities • 500 1:1 brokerage meetings carried out • 500 volunteer follow up reviews carried out	March 2016	Anita McDade (Community Engagement Team Leader) HAVCO Volunteer Centre Manager		
		Provide a befriending service for tenants	• Befrienders provided for 100 tenants	March 2016	Tapestry (commissioned by Housing Services)		
4	Commissioning Processes **Outcomes 1, 2 & 4**	Carry out market shaping workshops with VCS	• VCS groups are aware of gaps in the current market and are better able to respond to fill these gaps	Ongoing from February 2015	John Green (Strategic Commissioning Manager)		
		New Corporate Plan to be agreed setting out the Council's mission statement **Clean	Safe	Proud** and the activities that the Council will undertake to 'support our community', 'use our influence and 'lead by example'.	• New Corporate Plan published	March 2015	Alaine Clarke (Corporate Policy & Diversity Team Leader)		Action complete
		Develop a new e-sourcing portal and use this to make information about opportunities available to the VCS	• New e-sourcing portal in place	April 2015	Chris Penny (Interim Systems Support Officer)		Action complete
		Finalise and publish Service Pans for 2015/16, in order that future priorities and opportunities are clear to the sector	• All service plans signed off and key content published on the Council's website	May 2015	Alaine Clarke (Corporate Policy & Diversity Team Leader)		Service plans signed off by CMT on 19 May 2015

Page 39

3

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
		Consult commissioners on data / information needs to support future commissioning activity as part of the annual service planning process. Develop and implement a work programme to respond to these needs.	• Robust, accurate, "just in time" data available to support commissioning processes	May 2015	Alaine Clarke (Corporate Policy & Diversity Team Leader)		Activity being overseen by the Corporate Brain Steering Group
		Develop a Business Intelligence Strategy to underpin evidence-based commissioning and decision-making.	• Data / information used more effectively to support decision-making and commissioning • New Business Intelligence Strategy signed off through the CMT Gateway process	May 2015	Brian Partridge (Interim Corporate Policy & Community Manager)		Final draft currently out to consultation with members of the Corporate Brain Steering Group.
		Agree a set of common commissioning principles across the Council Develop a strategic procurement / commissioning framework to respond to issues raised in the voluntary sector consultation and to focus on early help / prevention and demand management.	• Consistent approach to commissioning across the Council, allowing opportunities for innovation and co-production with the sector and other partners • New framework signed off by Cabinet	Common principles agreed by officers May 2015 Framework agreed by Cabinet December 2015	Hassan Iqbal (Strategic Procurement Business Partner) John Green (Strategic Commissioning Manager)		Activity being overseen by the Corporate Brain Steering Group
5	Market Positioning **Outcomes 2 & 4**	Review and update the Market Position Statement for Adult Social Care	• Receive first draft Sitra report on Adult Social Care market • Consult with the sector • Final draft report for consultation • Thereafter, report to be updated on a quarterly basis	April 2015 May 2015 June 2015 Ongoing	John Green (Strategic Commissioning Manager)		
		Use LEP funding to establish a cross service review looking at building capacity with providers (including the VCS) to take advantage of the changes occurring in social care and the availability of personalised budgets	• VCS & Business Network established	March 2017	Rebecca Davey (RD) Business Development Manager (BDM)		
6	Re-commission voluntary sector infrastructure support **Outcome 3**	Agree and implement a transition plan for the current service	• Revised funding agreement agreed and implemented	November 2015	Pippa Brent Isherwood (Head of Policy & Performance) Trevor Fisher (Chair of Trustees, HAVCO)		

		Re-commission voluntary sector infrastructure support for the borough, to take account of the recommendations in *Change for Good* and to focus upon:
		  o Information sharing
		  o Policy engagement and managing change
		  o Volunteering
		  o Capacity building to increase sustainability / resilience / capacity for innovation and co-production
			• New service in place, responding to identified needs	December 2015	Pippa Brent Isherwood (Head of Policy & Performance)		

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
		o Governance and compliance o Fundraising and income generation including social investment, crowdfunding and pro bono support o Development of suitable and comprehensive training programme for VCS organisations o Financial and organisational management and development					
7	Voluntary sector funding **Outcomes 1, 2 & 4**	Promote and encourage the use of Crowdfunding sites • Hold a workshop for staff and partners to raise awareness and skills in use of Crowdfunding • Provide ongoing support to local VCS organisations in utilising Crowdfunding sites • Publicise local Crowdfunding campaigns on the Council's website and in Council publications	• Workshop held for staff and partners • Increased awareness and use of opportunities to attract funding through Crowdfunding sites • Level of funding attracted by both the Council and voluntary sector organisations through Crowdfunding	Workshop scheduled for 8 June 2015 Ongoing Ongoing	Anita McDade (Community Engagement Team Leader)		
		• Give notice to current corporate core funded organisations • Complete Adult Social Care review of commissioned services • Appoint Project Manager to lead the corporate VCS grants and commissioning review • Task and Finish Groups established to lead each work stream of the review • Task and Finish Groups report to Steering Group; recommendations formulated • Recommendations signed off by Cabinet • Develop new specifications for relevant services • Commission new services	• £45k target savings achieved in 2015/2016 • Further £1.1m target savings achieved in 2016/2017	Recommendations made to Members September 2015 Recommendations implemented by 31 March 2016	Pippa Brent Isherwood (Head of Policy & Performance) Barbara Nicholls (Head of Adult Social Care and Commissioning)		Action complete Process underway
		Subject to the outcome of the VCS grants and commissioning review, establish a small grants programme for the voluntary and community sector which provides value for money and delivers positive outcomes as set out in the Voluntary Sector Strategy.	• Level of funding available established • Criteria agreed • Scheme publicised • Programme delivered	March 2016	Anita McDade (Community Engagement Team Leader)		
		Develop the current business giving initiative and explore the potential to establish a new Local Fund as an alternative, sustainable long term income source to support local activities with support from other partners.	• Business partners identified • Steering group established • Level and sources of funding streams identified • Local Fund established and publicised	March 2016	Anita McDade (Community Engagement Team Leader)		

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
		Promote other ways that the Council can use its existing resources to increase donations from local people / local businesses to local charities and VCS organisations including: • Promoting local VCS organisations in Council publications • Council fund raising events (e.g. Christmas campaign) • Employees donating to local charities through the LBH employee giving scheme • Council tax / business rate payers giving to charity by ticking a box on their bills	• Numbers of staff donating to charity through the employee giving scheme • Number of council tax / business rate payers giving to charity through their bill payments	Ongoing	Anita McDade (Community Engagement Team Leader) Mark Leech (Head of Communications)		
8	Developing new models of service delivery **Outcome 2**	Establish an employee led mutual or partnership with the VCS to deliver youth services within Havering	• User Consultation • Report to Cabinet • Staff restructure • New service goes live	July 2015 August 2015 December 2015 April 2016	Simon Parkinson (Head of Cultural and Leisure Services)		
		Introduce corporate mandatory training for all departments working with the VCS to support new ways of working such as co-design & co-production	• Increased knowledge and awareness of new ways of working, e.g. co-design & co-production • Number of staff attending training	September 2015	Anita McDade (Community Engagement Team Leader)		
		Organise and facilitate Innovation Forums with providers (including within the VCS)	• 2 Innovation Forums to be held	March 2016	John Green (Strategic Commissioning Manager)		
		Use LEP funding to provide business incubator space to support **Start Up** Social Enterprises	• Number of Start Up Social Enterprises supported	March 2017	Rebecca Davey (Business Development Manager)		
9	Access to learning and development opportunities **Outcome 2**	Council training and development opportunities to be offered to the sector	• Increased access to learning and development opportunities by the voluntary and community sector	Ongoing	Anita McDade (Community Engagement Team Leader)		
		Supporting the sector to develop business continuity plans / business plans / funding strategies etc.	• Increased resilience and sustainability within the VCS groups • Minimum of 2 VCS Business Continuity Workshops to be held per annum	Ongoing	Anita McDade (Community Engagement Team Leader) Alan Clarke (Emergency Planning & Business Continuity Manager)		First VCS business continuity workshop scheduled for 2 July 2015

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	RAG Rating *	Comments / Progress Update
10	Access to support services	Consultation to be undertaken with the sector about their desire to purchase services through One Source or other traded Council services Dependent on the outcome of the consultation, develop a package of support services that VCS organisations are able to procure through One Source / LBH Relevant business support activities offered to the voluntary sector	Package of support services available to the VCS to procure (if desired)	May 2015 March 2016 Ongoing	Anita McDade (Community Engagement Team Leader) Rebecca Davey (Business Development Manager)		
11	Localism Act **Outcome 1**	Policies and procedures to be put in place to support the community rights provisions under the Localism Act	• Procedure for VCS organisations produced • Governance arrangements agreed via Cabinet • Details published on the website	June 2015	Brian Partridge (Interim Corporate Policy & Community Manager)		
12	Demand Management **Outcome 1, 2, 3, 4**	Ensure that the Voluntary Sector Strategy implementation work aligns fully with the Demand Management Strategy and its implementation	• Effective, joined approach to demand management implemented • Capacity built within the voluntary and community sector to support the Council's demand management work	Ongoing	Brian Partridge (Interim Corporate Policy & Community Manager) Danny Graham (Interim Programme Manager – Children, Adults and Housing) Mark Leech (Head of Communications)		

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Havering
LONDON BOROUGH

CABINET **23 September 2015** **Subject Heading:**	**Corporate Performance Report:** **Quarter 1 (2015/16)**
Cabinet Member:	**Councillor Clarence Barrett**
CMT Lead:	**Andrew Blake-Herbert**
Report Author and contact details:	Alaine Clarke, Corporate Policy & Diversity Team Leader alaine.clarke@havering.gov.uk 01708 432963
Policy context:	The report sets out Quarter 1 performance for each of the strategic goals (Clean, Safe and Proud).
Financial summary:	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	The Corporate Performance Report will be brought to Cabinet at the end of each quarter.
Reviewing OSC:	Six overview and scrutiny sub-committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, Towns and Communities) and the Overview and Scrutiny Board

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

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

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┌─────────────────────────────────────────┐
│                SUMMARY                    │
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The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud).

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The RAG ratings for 2015/16 are as follows:

- **Red** = more than the **'variable tolerance'** off the quarter target and where performance has *not improved* compared to the same quarter last year
- **Amber** = more than the **'variable tolerance'** off the quarter target and where performance has *improved or been maintained* compared to the same quarter last year. Or where a NEW indicator, so no previous performance in the same quarter last year.
- **Green** = on or within the **'variable tolerance'** of the quarter target

Where performance is more than the **'variable tolerance'** off the quarter target and the RAG rating is '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to address poor performance.

Also included in the report are Direction of Travel (DOT) columns, which compare:

- Short-term performance – with the previous quarter (Quarter 4 2014/15)
- Long-term performance – with the same time the previous year (Quarter 1 2014/15)

A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (➔) means that performance is the same.

Q1 2015/16 RAG Summary

Category	Red	Amber	Green	N/A
CLEAN	3	1	10	1
SAFE	7	3	25	1
PROUD	3	2	21	1

Number of Performance Indicators
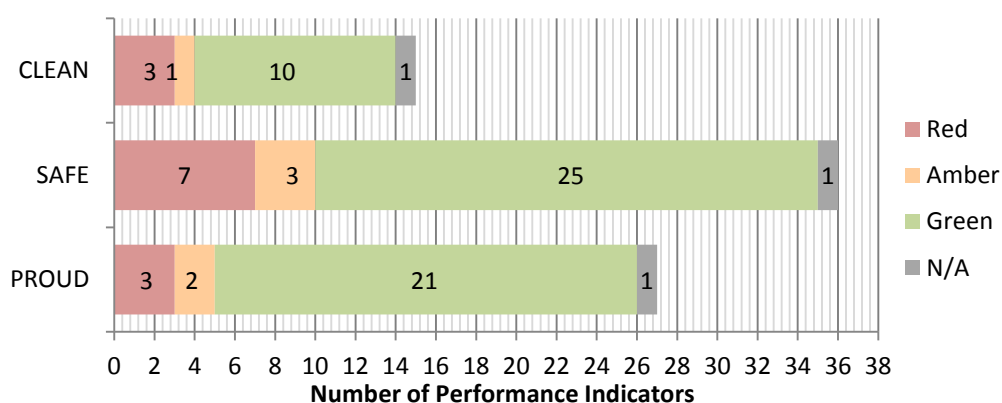
78 Corporate Performance Indicators are measured quarterly. Of these, 75 have been given a RAG status. In summary:

- **56 (75%)** have a RAG status of Green.
- **19 (25%)** have a RAG status of Red or Amber.

Short-Term Direction of Travel (Q4 2014/15)
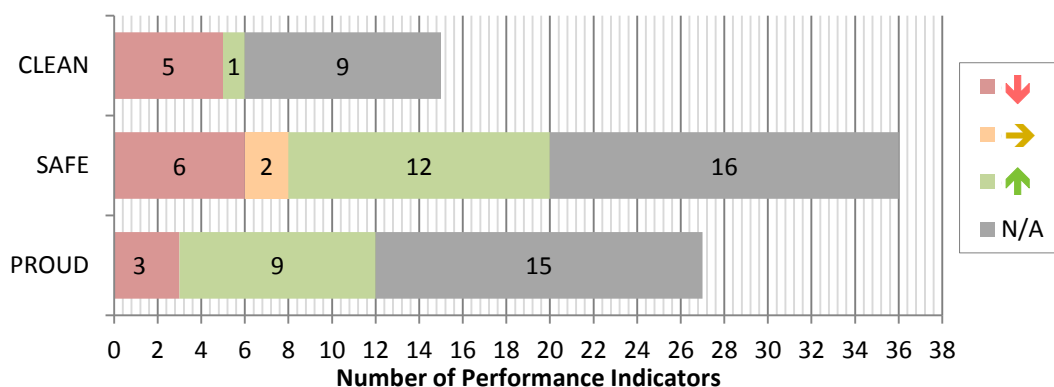
78 Corporate Performance Indicators are measured quarterly. Of these, 38 have been given a short-term DOT status. In summary:

- **24 (63%)** maintained (➔) or improved their DOT (⬆)
- **14 (37%)** have a worsening DOT (⬇)

Long-Term Direction of Travel (Q1 2014/15)
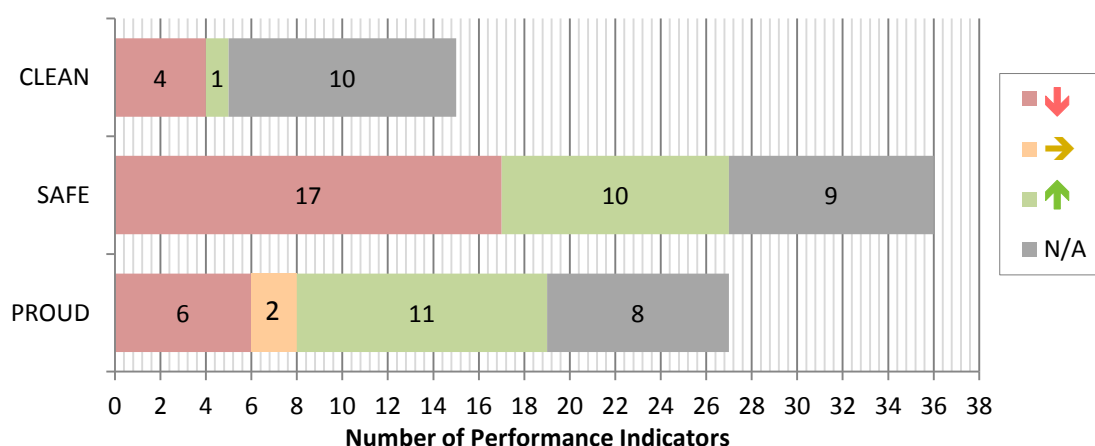
78 Corporate Performance Indicators are measured quarterly. Of these, 51 have been given a long-term DOT status. In summary:

- **24 (47%)** maintained (➔) or improved their DOT (⬆)
- **27 (53%)** have a worsening DOT (⬇)

Also attached to the report (as Appendix 2) is a Demand Pressure Dashboard that illustrates the growing demands on Council services and the context that the performance levels set out in this report have been achieved within.

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RECOMMENDATIONS

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Members are asked to review performance set out in Appendix 1 and the corrective action that is being taken; and note the content of the Demand Pressures Dashboard attached as Appendix 2.

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REPORT DETAIL

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HAVERING WILL BE <u>CLEAN</u> AND WE WILL CARE FOR THE ENVIRONMENT

The Council's performance on making Havering a clean borough has been positive, with **71%** (10 of 14) of indicators with a RAG status being within target tolerance and **20%** (1 of 5) of indicators showing an improvement on the same period last year.

Highlights:
- Online report forms as a percentage of all CRM reports have increased from 15.9% to 22.3%. New digital principles are being applied across the Council and from September the simplest online processes will be moved to "online only" to further improve take-up.

Improvements required:
- Major and minor applications processed within agreed timeframes were below target. However, if 'extension of time' agreements had been included both indicators would have been within target tolerance. To improve performance various activities such as pre-planning, neighbour notification and officer visits / reports are being carried out.
- Appeals allowed against refusal of planning permission often fluctuate during the year. This quarter performance was 56% compared with 26% last year. Performance is being monitored closely to identify any trends over a longer period so that measures can be taken to improve performance.

PEOPLE WILL BE <u>SAFE</u>, IN THEIR HOMES AND IN THE COMMUNITY.

The Council's performance on ensuring Havering is a safe borough has been very positive, with **74%** (26 of 35) of indicators with a RAG status being within target tolerance and **37%** (10 of 27) of indicators showing an improvement on the same period last year.

Highlights:
- Adults with learning disabilities who live in their own home or with their family has gone up from 9% to 11% (an additional 10 adults).
- All three indicators relating to delayed transfers of care from hospital (including those attributable to Adult Social Care (ASC) and Health and ASC only) have improved. ASC continue to use their influence to ensure timely discharges take place for all clients with a social care need.
- Careline and telecare users (4,582) are at their highest level; rising from 4,483 last year. The teams continue to work closely with Adult Social Care to maximise the efficiencies of care budgets and innovative use of emerging technologies.
- Anti-Social Behaviour incidents (1,209) are lower than last year (1,349). Overall complaints received via 999/101 reduced by 28%, compared to a regional average of 23%. This included a dramatic fall in the number repeat callers (people calling three or more times) by 39% (down from 134 to 82), the second biggest fall regionally (average reduction, 21%).
- Registration for the Health Schools Awards has gone up from 33 to 56. Schools achieving the Bronze Award have gone up from 3 to 23; and schools achieving the Silver Award have gone up from 0 to 3.
- Women smoking at time of delivery (9.8%) is lower than last year (12.4%). The new BabyClear programme is anticipated to have an effect on performance later in the year when CO_2 monitors provide a more accurate report on smoking.
- Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (6 days) is significantly better than the same period last year (12 days). Additional resources have been allocated to maintain performance.

Improvements required:
- Permanent admissions to residential and nursing care homes for 18-64 year olds and those aged 65+ are higher than last year. The average age of admission is 84 years. Admissions are being monitored closely by the Head of Adult Social Care and Commissioning.
- Non-elective admissions into hospital (2,730) were higher than target (2,582) due to some miscoding by BHRUT and the number of Long-Term Conditions. A 'deep dive' is being undertaken by the Clinical Commissioning Group and Commissioning Support Unit to identify and address the causes of non-elective admissions.
- Self-directed support and direct payments (67.1%) are lower than last year (81%). ASC is reviewing the reasons behind this decline and the actions that can be taken to improve uptake.
- The proportion of children who wait less than 14 months between entering care and moving in with their adopting family has gone down to 29% (2 of 7) from 56% last year. However, it is important to note that the target has become harder to achieve for this year, as the Council's performance is now measured in terms of the proportion of children waiting less than 14 months, whereas the target for last year was 16 months. A sibling group of three children is included within the count as a delay, where it was agreed to provide additional support prior to the adoption order in the interest of ensuring better outcomes for the

children. Going forward, Children's Services will ensure that family group conferences are arranged at an early stage to try to speed up timeframes. This indicator is also impacted by external factors that are sometimes out of the Council's control.

- Children becoming subject of a child protection (CP) plan for a second or subsequent time within two years (5.6%) is higher than last year (0%). 124 children were the subject of a CP plan, including seven for the second time within two years (of which six children relate to two sibling groups). The rise in the total number of children on CP plans is impacting on this indicator. Threshold audits are being undertaken to ensure that cases are not being progressed into child protection unnecessarily.

- Violence with injury (424) is higher than last year (389). A programme of work has been developed to address this through the Violence against Women and Girls Strategy, Serious Youth Violence Strategy and targeted work within the night time economy in Romford Town Centre.

OUR RESIDENTS WILL BE <u>PROUD</u> TO LIVE IN HAVERING.

The Council's performance on ensuring Havering's residents are proud to live in the borough has been very positive, with **81%** (21 of 26) of indicators with a RAG status being within target tolerance and **58%** (11 of 19) of indicators showing an improvement on the same period last year.

Highlights:
- The completion of repairs on time (93%) is significantly better than last year (78%). New initiatives such as 'Do it in a day' and a focus on reducing emergency and urgent repairs have contributed to improving performance.

- Void to re-let times (16 days) has also vastly improved on last year (27 days), putting the Council in the upper quartile (20 days) for London Boroughs (HouseMark, 2014/15). The improvement is attributed to changes made since the Charted Institute of Housing inspection, which have included managing voids under one lead; reviewing stages of voids to remove waste; and correctly categorising voids on the housing system.

- More apprentices (aged 16-18) have been recruited (450) than last year (420). Apprenticeships remain an attractive post-16 option amongst young people who want to secure employment rather than continue on with A Levels or university.

- The proportion of early years providers judged good or outstanding (81%) is better than last year (75%). This is attributed to the continuation of efficient processes, which ably support child-minders and PVI (private, voluntary and independent) settings to achieve an Ofsted grading of good or above.

- Automated transactions (34%) are higher than last year (29%). Further targeted introduction and marketing of online services is planned for 2015/16.

Improvements required:
- External funding secured (£200,000 from the GLA 'High Streets' fund) is lower than last year (£1,410,000). Although £1,400,000 from the New Homes Bonus fund has been confirmed and will be reported in Q2.
- The call abandon rate (12.5%) is worse than last year (11.2%) due to a combination of factors, including a higher call demand, the introduction of new services and the stability of IT systems. As the "online only" approach is implemented for many services, the expectation is that call demand will reduce.

The full Corporate Performance Report is attached as **Appendix 1**.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with an update on the Council's performance for each of the strategic goals (Clean, Safe and Proud).

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams (e.g. the Better Care Fund).

Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

Human Resources implications and risks:

The oneSource HR Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence and temporary additional HR resources have been agreed by CMT to support managers in this regard.

Resilience Training is being made available to managers and staff by the oneSource Health & Safety Service and all managers are in the process of completing the Management Development Programme to develop the relevant skills. All managers with responsibility for staff will have a specific objective relating to managing sickness absence effectively in their PDRs.

Legal implications and risks:

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

Equalities implications and risks:

The following Corporate Performance Indicators rated as 'Red' or 'Amber' could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:

- **ASCOF 1C(i)** - Percentage of people using social care who receive self-directed support and those receiving direct payments
- **ASCOF 1C(ii)** – Direct payments as a percentage of self-directed support (%)
- **ASCOF 2A(i)** - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)
- **L7** - Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population
- **CSP7** - Reduce violence with injury
- **CSP10** - Repeat Domestic Violence cases going to the MARAC
- **CH1** – Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21
- **CH21** - Percentage of looked after children (LAC) placed in LBH foster care
- **13** - Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- **N18 -** Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years
- **CI1** – Sickness absence rate per annum per employee

The commentary for each indicator provides further detail on steps that will be taken to improve performance and mitigate these potential inequalities.

BACKGROUND PAPERS

The Corporate Plan 2015/16 is available on the website at
http://www.havering.gov.uk/Documents/Council-democracy-elections/Corporate-Plan-on-a-page-2015-16.pdf

Appendix 1: Quarter 1 2015/16 Corporate Performance Report

Havering
LONDON BOROUGH

RAG Rating		Direction of Travel (DOT)		Description	
Green	On or within the 'variable tolerance' of the quarter target	↑	**Short Term**: Performance is better than the previous quarter **Long Term**: Performance is better than last year	Corporate Plan Indicator	
				Outturns reported cumulatively	**(C)**
Amber	More than the 'variable tolerance' off the quarter target and where performance has improved or been maintained compared to the same quarter last year. Or where a NEW indicator, so no previous performance in the same quarter last year.	→	**Short Term:** Performance is the same as the previous quarter **Long Term:** Performance is the same as last year	Outturns reported as snapshot	**(S)**
				Outturns reported as rolling year	**(R)**
Red	More than the 'variable tolerance' off the quarter target and where performance has not improved compared to the same quarter last year	↓	**Short Term:** Performance is worse than the previous quarter **Long Term:** Performance is worse than last year		

CLEAN: Supporting our community

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)	Comments	Service
SCO7 (c)	Number of fly-tipping incidents	Smaller is Better	3,000	794	±10%	804 (GREEN)	–	2,914	↓	767	Fly-tipping incidents (804) are within target tolerance (794) though higher than the same period last year (767). Reported fly-tips are increasing, particularly on council housing estates. Some of this is due to recording errors (bulky waste recorded as fly-tips), which is being addressed. Streetcare enforcement officers seek to identify those responsible for fly-tipping by investigating the dumped waste and through use of CCTV cameras in some areas. Between January and June 2015, 61 FPNs were issued and 6 prosecution files have or are being prepared. Additional notices are being placed on housing estates to deter fly-tipping; and fly-tipping will be addressed as part of the Public Realm and Enforcement Review.	**Streetcare** *Reported to Department for Environment, Food & Rural Affairs (DEFRA)*
SCO1 (C)	Residual household waste per household	Smaller is Better	664kg	640kg (Q4 2014/15)	±10%	664kg (Q4 2014/15 time lag) (GREEN)	–	512 kg (Q3 2014/15)	↓	648kg (Q4 2013/14)	Data comes from the East London Waste Authority (ELWA) and lags by at least 8 weeks. Residual household waste (664kg) is within target tolerance (640kg) though slightly higher than the same period last year (648kg). Residual waste continues to increase year-on-year (2% Havering, compared with 3% London) and rises in waste costs pose a significant financial challenge. The levy is predicted to increase by £1m+ every year until 2027. Our focus remains on minimising waste through recycling, re-use and composting schemes.	**Streetcare** *Local performance indicator*
SCO2 (C)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36% (Q4 2014/15)	±10%	32.4% (32,716 of 100,898) (Q4 2014/15 time lag) (GREEN)	↓	34% (26,381 of 78,379) (Q3 2014/15)	↓	33% (Q4 2013/14)	Data comes from the East London Waste Authority (ELWA) and lags by at least 8 weeks. Household waste recycled (32.4%) is within target tolerance (36%) though slightly less than the same period last year (33%).	**Streetcare** *Local performance indicator*
SC03 (C)	Number of missed waste collections per 100,000	Smaller is Better	100	100	±10%	99.6 (GREEN)	–	NEW	–	NEW	Missed waste collections (99.6) is on target (100). Performance is expected to continually improve, as the new contract with Serco becomes embedded. This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Streetcare** *Local performance indicator*
SC10 (C)	Percentage completion against Street Cleansing schedule	Bigger is Better	82%	82%	±10%	88% (GREEN)	–	NEW	–	NEW	Completions against the Street Cleansing schedule (88%) is better than target (82%). Performance is expected to continually improve, as revised methods of operations are embedded. This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Streetcare** *Local performance indicator*
SC21 (C)	Percentage of refuse and recycling collections completed against schedule	Bigger is Better	93%	93%	±10%	99.9% (GREEN)	–	NEW	–	NEW	Refuse and recycling collections (99.9%) is much better than target (93%). Contract management and monitoring will ensure that standards are maintained at this high level by Serco. This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Streetcare** *Local performance indicator*

CLEAN: Using our influence

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
RS14 (ex) NI157a (C)	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included)	Bigger is Better	62%	62%	±10%	25% (2 of 8) (RED)	⬇	62%	–	N/A	Major applications processed within 13 weeks (25%) are significantly below target (62%). The methodology for this indicator has changed from last year, so a long-term DOT cannot be provided. However, the 2014/15 Annual Outturn has been re-calculated to exclude extension of time (EoT) agreements, so a short-term DOT can be provided. This shows a significant drop in performance (from 62%) in the first quarter of 2015/16. Of the eight applications, five had EoT agreements which were all decided within the agreed timeframe. This would give a revised figure of 88% if EoT agreements were included. **CORRECTIVE ACTION: Various activities such as pre-planning, neighbour notification and officer visit/report will be carried out to keep major applications processed within target time (without the need for extension of time agreements).**	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
RS15 (ex) NI157b (C)	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	65%	65%	±10%	56% (73 of 130) (RED)	⬇	59%	–	N/A	Minor applications processed within 8 weeks (56%) are below target (65%). The methodology for this indicator has changed from last year, so a long-term DOT cannot be provided. However, the 2014/15 Annual Outturn has been re-calculated to exclude extension of time (EoT) agreements, so a short-term DOT can be provided. This shows a slight drop in performance (from 59%) in the first quarter of 2015/16. Of the 130 applications, 40 had EoT agreements and 39 were decided within the agreed timeframe. This would give a revised figure of 86% if EoT agreements were included. **CORRECTIVE ACTION: Various activities such as pre-planning, neighbour notification and officer visit/report will be carried out to keep minor applications processed within target time (without the need for extension of time agreements).**	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
RS16 (c) NI157c (C)	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	80%	80%	±10%	87% (384 of 441) (GREEN)	⬇	88%	–	N/A	Other applications processed within 8 weeks (87%) are better than target (80%). The methodology for this indicator has changed from last year, so a long-term DOT cannot be provided. However, the 2014/15 Annual Outturn has been re-calculated to exclude extension of time (EoT) agreements, so a short-term DOT can be provided. This shows a very slight drop in performance (from 88%) in the first quarter of 2015/16. Of 441 applications, 35 had EoT agreements and 34 were decided within the agreed timeframe. This would give a revised figure of 95% if EoT agreements were included.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
RS17 (C)	Percentage of major planning applications processed within 13 weeks at end of each quarter over two year period	Bigger is Better	50%	50%	±10%	58% (47 of 81) (GREEN)	–	NEW	–	NEW	Major applications processed within 13 weeks at end Q1 2013/14 to end Q1 2015/16 (58%) is better than target (50%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
RS19 (C)	No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period	Smaller is Better	19%	19%	±5%	0% (GREEN)	–	NEW	–	NEW	Planning decisions on major applications overturned at appeal (0%) is better than target (19%). There were no planning appeals involving major applications this quarter. This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
RS18 (C)	Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period	Bigger is Better	60%	60%	±10%	Q1 2015/16 NOT AVAILABLE	–	NEW	–	NEW	Data for minor applications processed within 8 weeks at end Q1 2013/14 to end Q1 2015/16 is being checked for accuracy. Therefore, the indicator won't be reported until Q2.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
CET2	Number of volunteers participating in community clean ups	Bigger is Better	90	23	±10%	40 (GREEN)	–	NEW	–	NEW	Volunteers participating in community clean-ups (40) is better than target (23). This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Policy and Performance** *Local performance indicator*

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
CLEAN: Leading by example												
RS13 (C)	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	33%	33%	±10%	56% (10 of 18) (RED)	⬇	31% (31 of 101)	⬇	26% (6 of 23)	Appeals allowed against refusal of planning permission (56%) is higher than target (33%) and the same period last year (26%). **CORRECTIVE ACTION: Performance will be monitored closely to identify any trends over a longer period (one quarter figure is not necessarily indicative of a pattern) and suggest measures to improve the figure over the longer term (appeal decisions relate to planning decisions made some time ago).**	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
CS7 (C)	Number of online report forms as a percentage of all CRM reports	Bigger is Better	40%	40%	±5%	22.3% (3,281 of 14,734) (AMBER)	⬆	15.7% (8,904 of 56,795)	⬆	15.9% (2,202 of 13,816)	Online report forms (22.3%) is below target (40%) but higher than the same period last year (15.9%). New digital principles are being applied across the Council. Starting from September the simplest online processes will be moved to "online only" to try and improve take up. A communications campaign will be in place prior to the "online only" move.	**Customer Services** *Local Performance Indicator*
SAFE: Supporting our community												
Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
ASCOF 2A(i) (C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	10	2.4	±10%	2.7 (4 of 14,7134) (RED)	–	9.6	⬇	1.4	Permanent admissions for individuals aged 18-64 years (2.7 per 100,000) is higher than target (2.4 per 100,000) and the same period last year (1.4 per 100,000). The indicator is anticipated to fluctuate throughout the year. **CORRECTIVE ACTION: Admissions will be monitored during the Panel process across all three service areas, and this will be overseen by the Head of Service at the monthly ASC Performance Group.**	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 2A(ii) (C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	598.1	152.6	±10%	142.6 (65 of 45,582) (GREEN)	–	606.9	⬇	67	Permanent admissions for individuals aged 65+ (142.6 per 100,000) is better than target (152.6 per 100,000) but worse than the same period last year (67 per 100,000). There continues to be pressure for placements in the borough. The average age of permanent admissions (aged 65+) to residential and nursing care homes is 84 years.	**Adult Social Care** *Reported to Department of Health (DH)*
L7 (BCF)	Total non-elective admissions into hospital (general & acute), all-age per 100,000 population	Smaller is Better	No annual target. Targets set for each quarter	2,582 (Q4 2014/15)	±0%	2,730 (6,735 of 246,731) (Q4 2014/15 time lag) (RED)	–	Q3 2014/15 NOT AVAILABLE	–	NEW	Non-elective admissions into hospital (2,730) is higher than target (2,582) at the end of Q4. There were a couple of reasons that contributed to this indicator missing target: 1) some non-elective admissions were miscoded by BHRUT, which the CCG is working to rectify with BHRUT; and 2) there were a number of Long-Term Conditions, including COPD, Asthma, Pneumonia and heart failure. This was a new corporate indicator for 2014/15, so a DOT cannot be provided against Q4 2013/14. **CORRECTIVE ACTION: A 'deep dive' is being undertaken by the Clinical Commissioning Group (CCG) and Commissioning Support Unit to identify the causes of non-elective admissions.**	**Adult Social Care** *Reported to Department of Health (DH)*
13 (C)	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family	Bigger is Better	70%	70%	±10%	29% (RED)	⬇	35% (6 of 17)	⬇	56%	Of the four children that had adoption orders granted and the three placed with adoptive families awaiting orders, two (29%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is significantly below target (70%) and less than the same period last year (56%). A sibling group of three children is included within the count as a delay, where it was agreed to provide additional support prior to the adoption order in the interest of ensuring better outcomes for the children. **CORRECTIVE ACTION: The service will ensure that Family Group Conferences are arranged at an early stage and tracking processes are effective to speed up timescales. This indicator is also impacted by external factors, most particularly the courts.**	**Children's Services** *Reported to Department for Education (DfE)*
CSP7 (C)	Reduce violence with injury	Smaller is Better	1,158	290	±0%	424 (RED)	–	1,630	⬇	389	Violence with injury (424) is higher than target (290) and the same period last year (389). Changes in how the data is recorded since the target was set means that the target is unlikely to be achieved. **CORRECTIVE ACTION: A programme of work has been developed to address Violence With Injury through the Violence Against Women and Girls Strategy (VAWG), Serious Youth Violence Strategy and targeted work within the night time economy in Romford Town Centre.**	**Corporate Policy & Community** *Reported to Mayor's Office for Policing and Crime (MOPAC)*

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
CH1	Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21	Bigger is Better	80%	80%	±10%	53% (AMBER)	↑	47%	–	NEW	Young people (19-21) leaving care in education, employment or training (53%) is significantly below target (80%) but higher than the previous quarter (47%). It is important to note that, for the purposes of reporting against this indicator, if the local authority is not in touch with a care leaver, they are presumed not to be in education, employment or training. Remaining in touch with care leavers is therefore critical to strong performance against this indicator. This is a new corporate indicator for 2015/16, so a long-term DOT cannot be provided. **CORRECTIVE ACTION: Improvements in keeping in touch with young people after they leave care are making an impact on performance and it is anticipated that this will continue to improve.**	**Children's Services** *Reported to Department for Education (DfE)*
CH21	Percentage of looked after children (LAC) placed in LBH foster care	Bigger is Better	40%	40%	±5%	32% (AMBER)	–	NEW	–	NEW	Looked after children (LAC) in LBH foster care (32%) is below target (40%). However, the balance between Independent Fostering Agencies and in-house provision has improved, with Independent Fostering Agencies exceeding in-house provision by one case only. This is a new corporate indicator for 2015/16, so a DOT cannot be provided. **CORRECTIVE ACTION: This indicator is linked to the number of new in-house foster carers, which is on track to meet target. This in turn will assist with performance for LAC placed in LBH foster care.**	**Children's Services** *Local performance indicator*
CSP10 (C)	Repeat Domestic Violence cases going to the MARAC	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	27.8% (15 out of 54) (AMBER)	–	NEW	–	NEW	No target has been set by MOPAC for repeat referrals, but the Council has a local target to be in line with the national average (24.5%). There is also a target to increase the number of cases referred to the MARAC, which forms part of a funding bid to the Mayor's Office for Policing and Crime (with funding being dependent on successfully meeting the target). Reports of Domestic Violence continue to increase nationally, and with more than 1,000 additional reports received in Havering during 2014/15, the Council expects to see an increase in referrals. The target for MARAC referrals is 216. There were 54 Domestic Violence MARAC referrals in Q1.	**Corporate Policy & Community** *Reported to Mayor's Office for Policing and Crime (MOPAC)*
CL2 (C)	Number of physical library visits	Bigger is Better	1,602,271	392,689	±10%	385,563 (GREEN)	–	1,668,460	↓	420,715	Physical library visits (385,563) is within target tolerance (392,689). A reduction in events and activities hosted in libraries (in preparation for the new service delivery model) has impacted on physical visits in the first quarter of 2015/16, with 35,152 fewer physical visits compared with the same period last year (420,715). Virtual library visits continue to rise, with 113,583 in Q1.	**Culture & Leisure** *Reported to the Chartered Institute of Public Finance & Accountancy*
ASCOF 1F (C)	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	6.5%	6.5%	±10%	7.3% (35 of 480) (GREEN)	↑	6.8% (31 of 459)	↓	7.5% (39 of 520)	Adults in contact with secondary mental health services in paid employment (7.3%) is better than target (6.5%) but slightly less than the same period last year (7.5%). Mental health services (led by NELFT) are committed to the recovery model and work closely with service users to support them to fulfil their potential in accessing employment opportunities.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 1G (C)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63%	12%	±10%	11% (56 of 498) (GREEN)	–	63% (319 of 509)	↑	9.0% (46 of 509)	Adults with learning disabilities living in their own home or with family (11%) is within target tolerance (12%) and higher than the same period last year (9%). A work programme has been developed between the Learning Disability and Performance teams, so that the service is aware of the number of clients that need their accommodation checked. Performance is expected to be back on track for Q2.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 1H (C)	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	±10%	88% (421 of 480) (GREEN)	→	88% (405 of 459)	↓	92% (479 of 520)	Adults in contact with secondary mental health services living independently (88%) is within target tolerance (94%) but slightly less than the same period last year (92%). NELFT continue to help remove barriers that service users face in accessing accommodation.	**Adult Social Care** *Reported to Department of Health (DH)*
L3 (C)	Percentage of people who return to Adult Social Care 91 days after completing reablement	Smaller is Better	5%	5%	±10%	4.2% (7 of 168) (GREEN)	↑	4.4% (28 of 640)	↓	1.7% (3 of 175)	People returning to ASC after completing reablement (4.2%) is better than target (5%) but worse than the same period last year (1.7%).	**Adult Social Care** *Local performance indicator*
L6 (BCF) (S)	Carers who request information and advice	Bigger is Better	75%	75%	±10%	89% (144 of 162) (GREEN)	→	89%	–	NEW	Data for this indicator is taken from the bi-annual statutory survey. The last survey showed that 89% of carers had requested information and advice, which was better than target (75%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Adult Social Care** *Reported to Department of Health (DH)*

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
L8 (BCF)	Patient/service user experience (managing long term conditions)	Bigger is Better	34%	34%	±10%	32.1% (547 of 1,703) (GREEN)	–	N/A	–	NEW	Data for this indicator is taken from the GP patient survey. 32% of patients/service users were satisfied with the support provided, placing the indicator within target tolerance. This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 2C(i)a (C)	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	6	6	±10%	2.9 (5.5 of 192,716) (GREEN)	↑	4.5	↑	5.3	Overall rate of delayed transfers of care from hospital (2.9 per 100,000) is better than target (6 per 100,000) and the same period last year (5.3 per 100,000). Performance in this area is robustly monitored following the creation of the Joint Assessment and Discharge Team. ASC will continue to work with health colleagues to maintain positive performance in this area and improve discharge processes in the borough.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 2C(i)b (C)	Rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	389.1	352.3 (Q4 2014/15)	±10%	252.4 (233 of 193,582) (Q4 2014/15 time lag) (GREEN)	↑	386.35 (Q3 2014/15)	–	NEW	Rate of delayed transfers of care from hospital (252.4 per 100,000) was better than target (352.3) at the end of Q4. This was a new corporate indicator for 2014/15, so a DOT cannot be provided against Q4 2013/14.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 2C(iii) (C)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	1.0	±10%	0.5 (1 of 192,716) (GREEN)	↑	1.1	↑	0.8	Rate of delayed transfer of care attributable to Adult Social Care (0.5 per 100,000) is better than target (1.0 per 100,000) and the same period last year (0.8 per 100,000). ASC continue to focus efforts with the Joint Assessment and Discharge Team to ensure timely discharges take place for all clients with a social care need.	**Adult Social Care** *Reported to Department of Health (DH)*
CY2 (S)	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	70%	±10%	75.5% (40 of 53) (GREEN)	↓	83.0% (44 of 53)	↓	77.6%	Looked after children placements lasting at least 2 years (75.5%) is within target tolerance (80%) but slightly worse than the same period last year (77.6%).	**Children's Services** *Reported to Department for Education (DfE)*
CY13 (C)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	5%	5%	±10%	0% (0 of 54) (GREEN)	↑	4% (7 of 173)	↑	4%	Child protection plans lasting more than 24 months (0%) is significantly better than target (4%) and the same period last year (4%).	**Children's Services** *Reported to Department for Education (DfE)*
L5 (C)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,150	5,150	±10%	4,852 (GREEN)	↑	4,725	↑	4,483	Careline and telecare users (4,582) are within target tolerance (5,150) and higher than the same period last year (4,483). User numbers are at their highest since reporting on this indicator began. The teams continue to work closely with Adult Social Care to maximise the efficiencies of care budgets and innovative use of emerging technologies.	**Housing** *Local performance indicator*
CSP1 (C)	Number of burglaries reported	Smaller is Better	2,320	580	±0%	411 (GREEN)	–	1,993	↓	401	Burglaries reported (411) is lower than target (580) but very slightly higher than the same period last year (401). The annual target is to reduce offending by 20%. To date, there has been a 31.2% reduction in burglaries reported. In 2014/15, Havering saw a 16% reduction in burglaries reported, compared with a 13% reduction regionally. Neighbouring boroughs Barking & Dagenham and Redbridge saw a 6.6% reduction and 12.3% reduction in burglaries reported respectively.	**Corporate Policy & Community** *Reported to Mayor's Office for Policing and Crime (MOPAC)*
CSP2 (C)	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,377	1,595	±10%	1,209 (GREEN)	–	4,833	↑	1,349	ASB incidents (1,209) are lower than target (1,595) and the same period last year (1,349). Overall complaints received via 999/101 reduced by 28%, compared to a regional average of 23%. This included a dramatic fall in the number repeat callers (people calling three or more times) by 39% (down from 134 to 82), the second biggest fall regionally (average reduction, 21%).	**Corporate Policy & Community** *Reported to Mayor's Office for Policing and Crime (MOPAC)*
CSP3 (C)	Reduce Robbery	Smaller is Better	399	100	±0%	86 (GREEN)	–	290	↓	50	Robbery (86) is much lower than target (100) but higher than the same period last year (50). The annual target is to reduce offending by 20%. To date, there has been a 40.9% reduction in robbery. In 2014/15, there was a 5.8% increase, with an upward trend in offending since November 2014. The Havering Community Safety Partnership, through the work of the Serious Youth Violence panel, is targeting gang affected young people to address offending. Work includes increased patrols in the town centre and transport hubs, use of ASB powers to break gang associations and mentoring of at risk individuals to address offending behaviour.	**Corporate Policy & Community** *Reported to Mayor's Office for Policing and Crime (MOPAC)*

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
PH4	Percentage of new patients attending sexual health services accepting offer of HIV test	Bigger is Better	85%	85%	±5%	86.7% (GREEN)	–	NEW	–	NEW	Barking, Havering & Redbridge University Trust is commissioned to provide sexual health services in Havering. As part of the service, the Trust offers HIV testing to all patients who attend their clinics. 86.7% of patients accepted the offer in the first quarter of 2015/16, which is higher than target (85%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Public Health** *Local performance indicator*
PH5 (C)	Number of schools achieving stated level of healthy schools award	Bigger is Better	65 Registered 25 Bronze 8 Silver 2 Gold	52 Registered 13 Bronze 3 Silver 0 Gold	Under performance on more than 1 level of achievement	56 Registered 23 Bronze 3 Silver 0 Gold (GREEN)	–	52 Registered 13 Bronze 1 Silver 0 Gold	⬆	33 Registered 3 Bronze 0 Silver 0 Gold	Health schools awards (56 registered, 23 bronze, 3 silver and 0 gold) are higher than target (52 registered, 13 bronze, 3 silver and 0 gold) and the same period last year (33 registered, 3 bronze, 0 silver and 0 gold).	**Public Health** *Registered with Healthy Schools London*
PH6 (S)	Percentage of women smoking at Time of Delivery	Smaller is Better	10%	10%	±10%	9.8% (Q4 2014/15 time lag) (GREEN)	⬆	10.6% (Q3 2014/15)	⬆	12.4% (Q4 2013/14)	Women smoking at time of delivery (9.8%) is lower than target (10%) and the same period last year (12.4%). The new BabyClear programme, being jointly implemented by Havering and Barking & Dagenham councils, is anticipated to have an effect on performance later in the year when CO_2 monitors provide a more accurate report on smoking.	**Public Health** *Reported to Department for Health (DH) (PHOF)*
CH2	Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs	Bigger is Better	80%	80%	±5%	Q1 2015/16 NOT AVAILABLE	–	NEW	–	NEW	Data is not currently available for this indicator. Work is being undertaken with the Early Help team to rectify this.	**Children's Services** *Local performance indicator*
SAFE: Using our influence												
ASCOF 2C(i) (C)	Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and Health per 100,000 population	Smaller is Better	2.8	2.8	±10%	0.5 (1 of 192,716) (GREEN)	⬆	2.0	⬆	1.8	Delayed transfer of care from hospital attributable to ASC and Health (0.5 per 100,000) is better than target (2.8 per 100,000) and the same period last year (1.8 per 100,000). ASC continue to use their influence to ensure timely discharges take place for all clients with a social care need.	**Adult Social Care** *Reported to Department of Health (DH)*
CH22	Percentage of referrals to Children's Social Care progressing to assessment	Bigger is Better	90%	90%	±10%	89% (GREEN)	⬇	95%	⬇	94%	Referrals progressing to assessment (89%) are within target tolerance (90%) but lower than the same period last year (94%). In June, the percentage dropped to 77%, the lowest since April 2013 (72%). This has been linked to an increase of referrals to the Early Help service. However, the number of contacts progressing to referral continues to rise significantly.	**Children's Service** *Local performance indicator*
PH3a (C)	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20% (equates to 13,343)	5%	±10%	4.7% (predictive) (3,165 of 66,713) (GREEN)	–	18.7% (12,551 of 67,265)	⬇	6.1% (4,080 of 67,265)	Eligible patients offered an NHS health check (4.7%) is within target tolerance (5%) but lower than the same period last year (6.1%). This is a predictive outturn. The final outturn will be available at the end August.	**Public Health** *Local performance indicator (The statutory return to the DH uses less accurate population data)*
SAFE: Leading by example												
ASCOF 1C(i) (S)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	82%	82%	±10%	67.1% (1,363 of 2,031) (RED)	⬇	75.4% (1,536 of 2,036)	⬇	81% (1,516 of 1,876)	Self-directed support and direct payments (67.1%) are below target (82%) and the same period last year (81%). **CORRECTIVE ACTION: ASC will review a number of non self-directed support cases to find out if there are any specific reasons for low take-up. In line with the national picture, the service continues to face challenges in increasing the take-up of self-directed support for older people and is working hard to help people make best use of the money they receive to purchase their own care services. This is being done by the development of the Market Position Statement.**	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 1C(ii) (S)	Direct payments as a percentage of self-directed support	Bigger is Better	45%	45%	±10%	36.2% (735 of 2,031) (RED)	⬆	36.1% (736 of 2,036)	⬇	41.3% (774 of 1,876)	Direct payments (36.2%) is below target (45%) and below the same period last year (41.3%). **CORRECTIVE ACTION: A deep dive into the reasons behind the decline is being undertaken. This will be fed into the newly set up task group to review SDS (including Direct Payment) take up.**	**Adult Social Care** *Reported to Department of Health (DH)*

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
N18 (C)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	5%	5%	±10%	5.6% (7 of 124) (RED)	⬇	1.6% (4 of 251)	⬇	0% (0 of 55)	Children becoming subject of a child protection (CP) plan for a second or subsequent time (5.6%) is slightly higher than target (5%) and significantly higher than the same period last year (0%). 124 children were the subject of a CP plan, including seven for the second time within two years (of which six children relate to two sibling groups). The rise in children on CP plans is impacting on this indicator. Threshold audits have been undertaken in Q2 to ensure that cases are not being progressed into child protection unnecessarily. **CORRECTIVE ACTION: An audit will be undertaken to ensure that cases are being recorded correctly.**	**Children's Services** *Local performance indicator*
CS3 (C)	Speed of processing new Housing Benefit/Council Tax Support claims	Smaller is Better	20 days	20 days	±10%	22 days (GREEN)	⬇	18 days	⬇	19 days	Processing new Housing Benefit/Council Tax Support claims (22 days) is within target tolerance (20 days) but higher than the same period last year (19 days). Additional resources have been allocated to improve performance.	**Exchequer & Transactional Services** *Reported to Department for Work and Pensions (DWP)*
CS4 (C)	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants	Smaller is Better	12 days	12 days	±10%	6 days (GREEN)	⬆	10 days	⬆	12 days	Processing changes in circumstances of Housing Benefit/Council Tax Support claimants (6 days) is significantly lower than target (12 days) and the same period last year (12 days). Additional resources have been allocated to maintain performance.	**Exchequer & Transactional Services** *Reported to Department for Work and Pensions (DWP)*

PROUD: Supporting our community

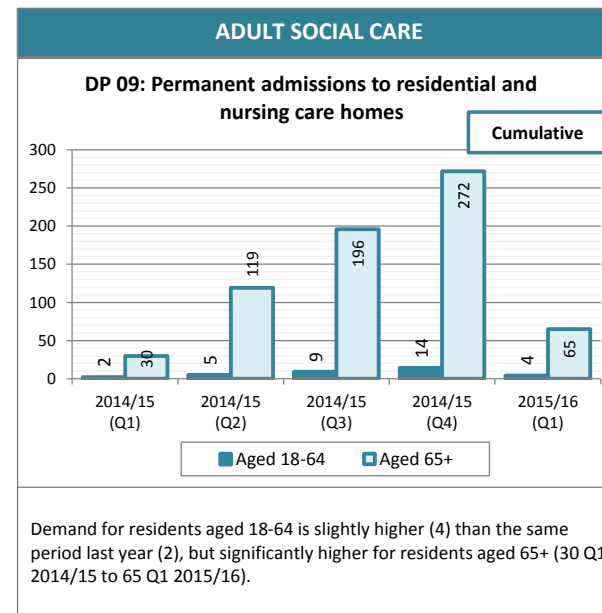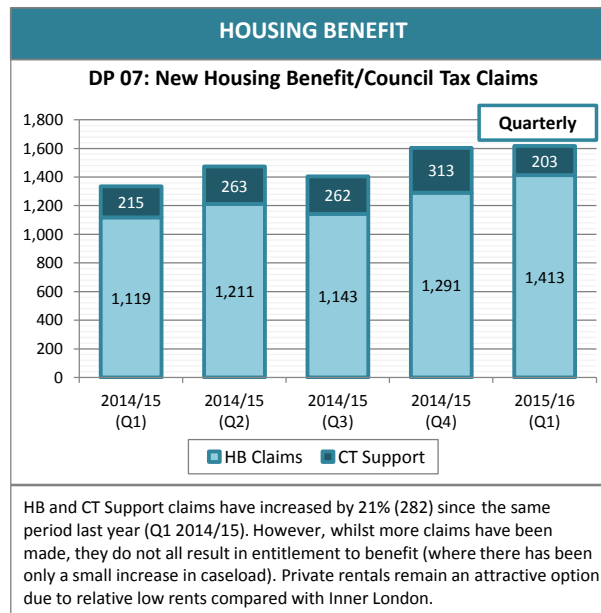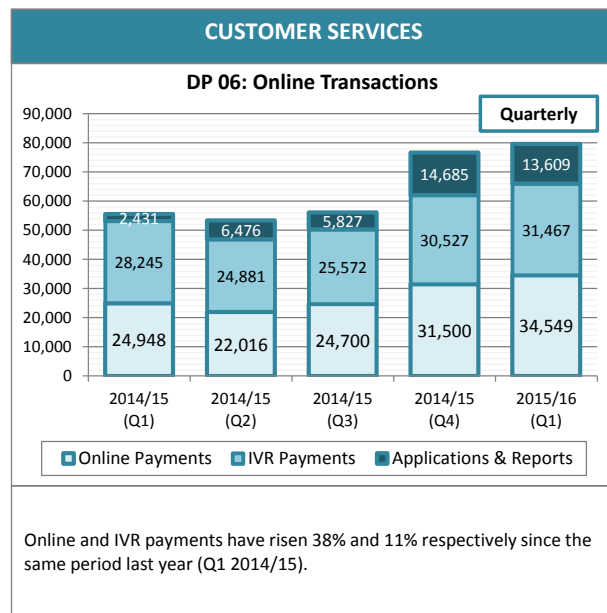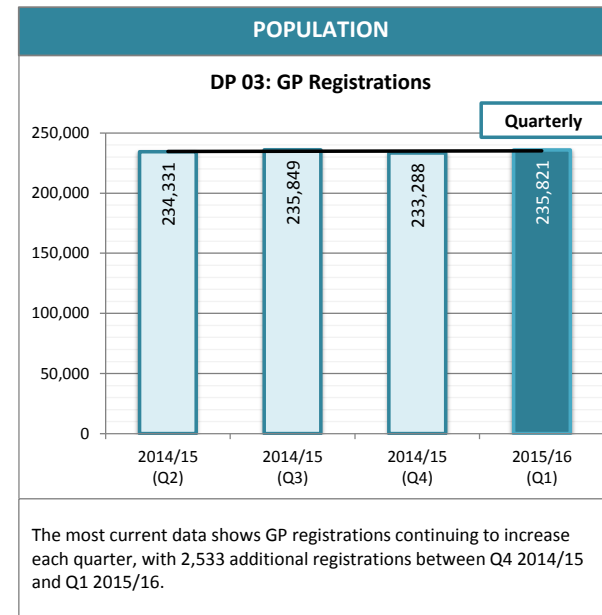| Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
R5 (C)	Net external funding secured through regeneration initiatives	Bigger is Better	£2,000,000	£500,000	±10%	£200,000 (RED)	–	£5,628,965	⬇	£1,410,100	External funding secured (£200,000 from the GLA 'High Streets' fund) is lower than target (£500,000) and the same period last year (£1,410,000). £1,400,000 from the New Homes Bonus fund, confirmed in Q3 2014/2015, will be reported in Q2 when the grant agreement is finalised. Therefore, the target should be back on target for year end.	**Economic Development** *Local performance indicator*
R1 (C)	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	500	125	±10%	82 (RED)	–	875	–	210	Businesses accessing advice (82) is lower than target (125). The methodology has changed from last year to reflect a higher standard of business interaction rather than just attendance at events, so a DOT cannot be provided. **CORRECTIVE ACTION: Interim resources have been brought in to cover for a member of staff on long-term sick leave.**	**Economic Development** *Local performance indicator*
R3 (C)	Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres	Smaller is Better	9.7% (national rate minus 2%)	9.7% (national rate minus 2%)	±10%	5.87% (June 2015) (GREEN)	–	NEW	–	NEW	Vacancy rate (5.87%) is better than target and the UK national vacancy rate (11.7%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Economic Development** *Local performance indicator*
H2 (C)	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	±10%	93% (6,703 out of 7,223) (GREEN)	⬆	86% (27,218 of 31,616)	⬆	78% (1,244 of 1,596)	Repairs completed on time (93%) is better than target (90%) and the same period last year (78%). New initiatives such as 'Do it in a day' and a focus on reducing emergency and urgent repairs have contributed to improving performance.	**Housing** *Local performance indicator*
H4 (C)	Percentage of homes currently decent	Bigger is Better	96.08% (9,342)	96.08% (9,342)	±10%	97.3% (9,694 properties classed as decent) (GREEN)	–	1,291	–	63	Homes currently decent (97.3%) is better than target (96.08%). The decent homes programme is due to end in October 2015/16. This has resulted in a change in methodology from the number of properties made decent to the percentage of stock that is decent. This will enable close monitoring of the current stock decency levels as a percentage of the whole stock remaining after completion of the programme.	**Housing** *Reported to Department Communities & Local Govt (DCLG)*

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
HSC5 (C)	Estate inspections achieving target score	Bigger is Better	95%	95%	±10%	96.9% (10,769 elements of high standard / 11,124 total elements) (GREEN)	–	NEW	–	NEW	Estate inspections achieving target score (96.9%) is better than target (95%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Housing** *Local performance indicator*
H3 (C)	Average void to re-let times	Smaller is Better	22 days	22 days	±10%	16 days (226 lets) (GREEN)	⬆	33 days (141 lets)	⬆	27 days (137 lets)	Void to re-let times (16 days) is better than target (22 days) and the same period last year (27 days), putting us in the upper quartile (20 days) for London boroughs (HouseMark, 2014/15). Improved performance is a result of key changes following the CIH inspection, including managing voids under one lead; reviewing stages of voids to remove waste; and correctly categorising voids on the housing system.	**Housing** *Local performance indicator*
R2 (C)	Number of potential start-up businesses accessing advice via the Business Start-up Programme	Bigger is Better	25	6	±10%	Q1 2015/16 NOT AVAILABLE	–	NEW	–	NEW	The original Business Start-Up contract expired at the end of March 2015. A programme of Business Advice is included within the New Homes Bonus funding programme, but delays finalising the grant agreement means that data won't be available until Q2.	**Economic Development** *Local performance indicator*
PROUD: Using our influence												
LA1 (C)	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	660 AY 2014/15	376 (Aug 2014 – Jan 2015)	±10%	450 (Aug 2014 – Jan 2015) (GREEN)	⬆	180 (Aug 2014 – Oct 2015)	⬆	420 (Aug 2013 – Jan 2014)	Apprentices (aged 16-18) recruited (450) are better than target (376) and the same period last year (420). Apprenticeships remain an attractive post-16 option amongst young people who want to secure employment rather than continue on with A Levels or university.	**Learning & Achievement** *Local performance indicator*
LA6 (S)	Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80%	80%	±10%	81% (GREEN)	⬆	80% (231 of 287)	⬆	75%	Early years providers judged good or outstanding (81%) are better than target (80%) and the same period last year (75%). This is due to the continuation of efficient processes, which ably support child-minders and PVI (private, voluntary and independent) settings to achieve an Ofsted grading of good or above.	**Learning & Achievement** *Reported to Department for Education (DfE)*
(ex) NI117 (S)	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)	Smaller is Better	4%	4%	±10%	3.6% (GREEN)	⬇	3%	⬆	4.3%	NEET (3.6%) is lower than target (4%) and the same period last year (4.3%). This has been achieved by continuing to track young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention.	**Learning & Achievement** *Reported to Department for Education (DfE)*
LA26	Percentage of schools judged to be Good or Outstanding	Bigger is Better	76%	76%	±10%	73% (GREEN)	–	NEW	–	NEW	Schools judged good or outstanding (73%) is within target tolerance (76%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided.	**Learning & Achievement**
(ex) NI155 (C)	Number of affordable homes delivered (gross)	Bigger is Better	300	75	±10%	189 (GREEN)	–	493	⬆	88	Affordable homes delivered (189) are better than target (75) and the same period last year (88). The main completions were at Roneo Corner, which included 37 shared ownership and 56 affordable rent properties.	**Housing** *Local performance indicator*
PROUD: Leading by example												
CS2 (C)	Call abandon rates	Smaller is Better	10%	10%	±5%	12.5% (14,450 of 115,791) (RED)	⬇	8.7% (37,616 of 433,786)	⬇	11.2% (11.442 of 102,416)	Call abandon rate (12.5%) is worse than target (10%) and the same period last year (11.2%). Q1 is traditionally a peak period of demand for the Contact Centre as a result of annual Council Tax billing and Green Waste renewals. A combination of higher call demand, the introduction of three new Housing services and the stability of IT systems has impacted on performance. **CORRECTIVE ACTION: An "online only" approach is being implemented for many services to reduce call demand.**	**Customer Services** *Local performance indicator*
CI1 (R)	Sickness absence rate per annum per employee (days)	Smaller is Better	8.5 days	8.5 days	±10%	9.9 days (AMBER)	⬆	10.1 days	⬆	10.4 days	Sickness absence rate (9.9 days) is higher than target (8.5 days) but lower than the same period last year (10.4 days). Targeted support continues to be provided to managers in areas where sickness absence is high.	**Corporate Health** *Local performance indicator*
CS7 (C)	Percentage of Corporate Complaints completed within 15 days	Bigger is Better	95%	95%	±10%	83% (AMBER)	–	86% (completed within 10 days)	–	81% (completed within 10 days)	Corporate complaints completed (83%) is lower than target (95%) but higher than the same period last year (81%). The number of complaints recorded has risen from 546 in Q1 2014/15 to 783 Q1 2015/16. The new complaints policy has extended the time for completing complaints from 10 days to 15 days, so a DOT cannot be provided.	**Corporate Health** *Local performance indicator*

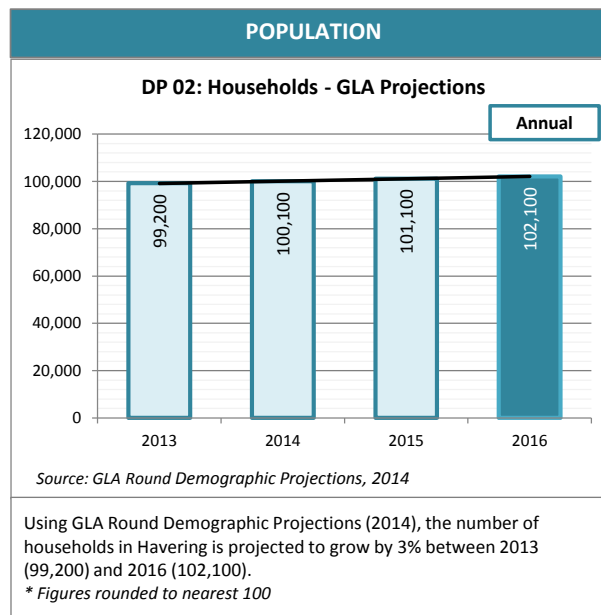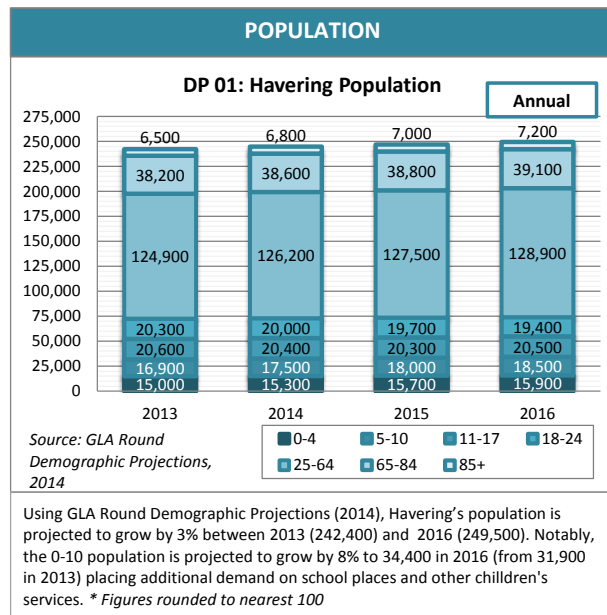| Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
CS10 (C)	Percentage of Member/MP Enquiries completed within 15 days	Bigger is Better	95%	95%	±10%	86% (GREEN)	–	78% (completed within 10 days)	–	78% (completed within 10 days)	Member/MP enquiries completed (86%) is within target tolerance (95%) and higher than the same period last year (78%). The number of Member/MP enquiries recorded has fallen from 850 in Q1 2014/15 to 504 in Q1 2015/16. The new complaints policy has extended the time for completing Member/MP enquiries from 10 days to 15 days, so a DOT cannot be provided.	**Corporate Health** *Local performance indicator*
SC04 (C)	Parking income against budget	Bigger is Better	£4,764,420	£1,200,100	±10%	£1,143,473 (GREEN)	–	£3,675,348	↑	£842,691	Parking income against budget (£1,143,473) is within target tolerance (£1,200,100) and higher than the same period last year (£842,691). Half this income is raised through penalty charge notices, with the remainder from car parking charges, on-street pay and display, permits and parking meters. Although showing 'green', the current forecast is a £0.2m shortfall against the increased income target set for 2015/16, which may result in a year-end cost pressure. This will be closely monitored and it is hoped that the introduction of Moving Traffic Conventions in September will help to mitigate this pressure.	**Streetcare** *Local performance indicator*
H1 (S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	100%	24%	±10%	36.2% (£623,814.20 of £1,724,018.9) (GREEN)	–	98%	↓	37.7% (£111,600.28 of £1,029,594.72)	Leaseholder service charge arrears collected (36.2%) is much higher than target (24%) but slightly less than the same period last year (37.7%).	**Housing** *Local performance indicator*
H5 (S)	Percentage of rent arrears against rent debit	Smaller is Better	2.4%	2.4%	±10%	2.4% (£1,394,370.84 of £59,191,176.00) (GREEN)	↓	2.07% (£1,130,075.44 of £54,485,132.64)	↓	2.24% (£1,237,437.30 of £55,217,122.08)	Rent arrears against rent debit (2.4%) is on target (2.4%) but slightly higher than the same period last year (2.24%). Continued close working with the Welfare Reform and Neighbourhood Services Team has ensured residents are receiving appropriate advice and support to reduce rent debt.	**Housing** *Local performance indicator*
CY12 (c)	Number of new in-house foster carers	Bigger is Better	15	4	±10%	5 (GREEN)	–	12	↑	1	In-house foster carers (5) is better than target (4) and the same period last year (1).	**Children's Services** *Local performance indicator*
CS8 (C)	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	±10%	4% (GREEN)	↑	6%	↑	5%	Corporate complaints escalated to Stage 2 (4%) is better than target (10%) and the same period last year (5%). The number of complaints escalated has fallen slightly between Q1 2014/15 (32) and Q1 2015/16 (31).	**Corporate Health** *Local performance indicator*
ISS10 (C)	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	95%	±10%	96% (25,637 of 26,591) (GREEN)	↑	95% (105,139 of 110,133)	→	96% (22,179 of 22,990)	Suppliers paid within 30 days (96%) is better than target (95%) and equivalent to the same period last year (96%).	**Corporate Health** *Local performance indicator*
CS1 (C)	Percentage of customers satisfied with the Contact Centre	Bigger is Better	88%	88%	±10%	89% (4,764 of 5,376) (GREEN)	↑	88% (17,048 of 19,313)	↓	91% (3,875 of 4,262)	Customers satisfied with the contact centre (89%) is better than target (88%) but less than the same period last year (91%).	**Customer Services** *Local performance indicator*
CS3 (C)	Percentage of automated transactions	Bigger is Better	35%	35%	±5%	34% (73,726 of 219,575) (GREEN)	↑	30% (213,199 of 703,212)	↑	29% (52,455 of 180,687)	Automated transactions (34%) is within target tolerance (35%) and higher than the same period last year (29%). Although this is a new corporate indicator for 2015/16, data is available for previous years so has been included for comparison. Further targeted introduction and marketing of online services is planned for 2015/16.	**Customer Services** *Local performance indicator*
EXS1 (C)	Percentage of Council Tax collected	Bigger is Better	97%	31%	±5%	31% (GREEN)	–	97% (£120.7m)	→	31%	Council tax collected (31%) is on target (31%) and equivalent to the same period last year (31%), despite an increase in council tax collected (from new properties) and new council tax charges arising from the reduction in council tax support. Additional resources are being put in place to ensure performance is maintained throughout the year.	**Exchequer & Transactional Services** *Reported to Department Communities & Local Govt (DCLG)*

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 1 Target	Variable Tolerance	2015/16 Quarter 1 Performance	Short Term DOT against 2014/15 (Q4/Annual)		Long Term DOT against 2014/15 (Q1)		Comments	Service
EXS2 (C)	Percentage of National Non-Domestic Rates (NNDR) collected	Bigger is Better	98%	34%	±5%	33% (GREEN)	–	97% (£72.7m)	↓	34%	NNDR collected (33%) is within target tolerance (34%) but slightly lower than the same period last year (34%). This is due to a number of large ratepayers electing to pay over 12 months instead of 10; and Queens Hospital paying in monthly instalments (rather than in full at the beginning of the year).	**Exchequer & Transactional Services** *Reported to Department Communities & Local Govt (DCLG)*

Appendix 2: Quarter 1 2015/16 Demand Pressure Dashboard

Taken to Cabinet on 23 September 2015

POPULATION

DP 01: Havering Population

Annual

Legend: 0-4 | 5-10 | 11-17 | 18-24 | 25-64 | 65-84 | 85+

Source: GLA Round Demographic Projections, 2014

Using GLA Round Demographic Projections (2014), Havering's population is projected to grow by 3% between 2013 (242,400) and 2016 (249,500). Notably, the 0-10 population is projected to grow by 8% to 34,400 in 2016 (from 31,900 in 2013) placing additional demand on school places and other chilldren's services. ** Figures rounded to nearest 100*

POPULATION

DP 02: Households - GLA Projections

Annual

2013	2014	2015	2016
99,200	100,100	101,100	102,100

Source: GLA Round Demographic Projections, 2014

Using GLA Round Demographic Projections (2014), the number of households in Havering is projected to grow by 3% between 2013 (99,200) and 2016 (102,100).
* Figures rounded to nearest 100

POPULATION

DP 03: GP Registrations

Quarterly

2014/15 (Q2)	2014/15 (Q3)	2014/15 (Q4)	2015/16 (Q1)
234,331	235,849	233,288	235,821

The most current data shows GP registrations continuing to increase each quarter, with 2,533 additional registrations between Q4 2014/15 and Q1 2015/16.

CUSTOMER SERVICES

DP 06: Online Transactions

Quarterly

Legend: Online Payments | IVR Payments | Applications & Reports

Online and IVR payments have risen 38% and 11% respectively since the same period last year (Q1 2014/15).

HOUSING BENEFIT

DP 07: New Housing Benefit/Council Tax Claims

Quarterly

Legend: HB Claims | CT Support

HB and CT Support claims have increased by 21% (282) since the same period last year (Q1 2014/15). However, whilst more claims have been made, they do not all result in entitlement to benefit (where there has been only a small increase in caseload). Private rentals remain an attractive option due to relative low rents compared with Inner London.

ADULT SOCIAL CARE

DP 09: Permanent admissions to residential and nursing care homes

Cumulative

Legend: Aged 18-64 | Aged 65+

Demand for residents aged 18-64 is slightly higher (4) than the same period last year (2), but significantly higher for residents aged 65+ (30 Q1 2014/15 to 65 Q1 2015/16).

ADULT SOCIAL CARE

DP 11: Residents Requiring Ongoing Service After Reablement

Cumulative

This is a local indicator and is reported cumulatively. Demand has increased from 3 to 7, compared to the same period last year (Q1 2014/15).

CHILDREN'S SERVICES

DP 12: Number of Looked After Children (LAC)

Snapshot

Although the number of looked after children has risen by 18 (to 240) since the same period last year (222 in Q1 2014/15), we have returned to the same number as at March 2015. This would indicate that the rise seen over the course of 2014/15 has now levelled off.

CHILDREN'S SERVICES

DP 13: Number of Child Protection (CP) Plans

Snapshot
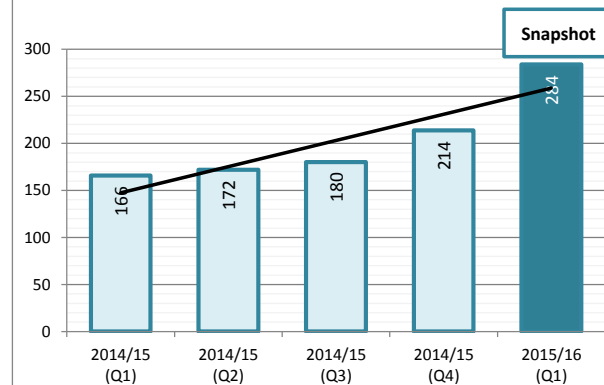
The number of CP cases (284) has continued to increase and for the second consecutive month exceeds the number of LAC and Pathway cases (240), by 18%. The average number of CP plans during 2014/15 was 178, compared to this year's average at 259 (46% increase). If the current average monthly increase (31) were to continue, the year-end figure is projected at 566.

CHILDREN'S SERVICES

DP 14: Number of Children in Need (CIN) Plans

Snapshot
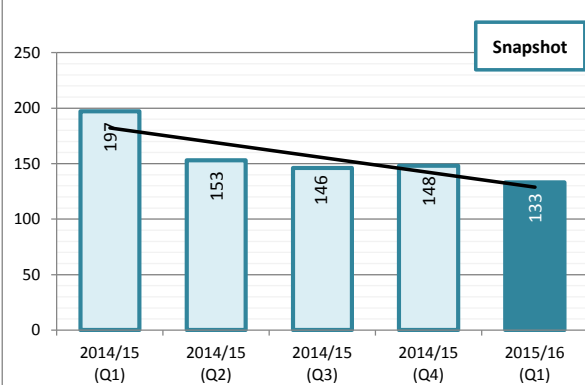
The number of CIN plans has reduced over the past year from 197 in Q1 2014/15 to 133 Q1 2015/16.

CHILDREN'S SERVICES

DP 15: Number of Contacts received in Triage / MASH

Quarterly Total
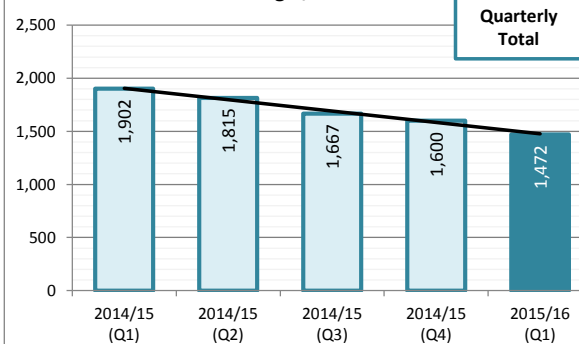
There were 1,472 contacts received in Triage / MASH in Q1 2015/16; a decrease of 128 on the previous quarter. This is an overall decrease of 430 on the same period last year (Q1 2014/15).

CHILDREN'S SERVICES

DP 16: Number of contacts becoming referrals to Children's Social Care

Quarterly Total
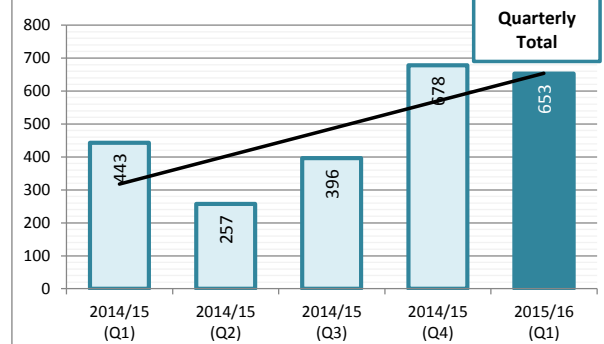
There were 653 contacts becoming referrals to Children's Social Care in Q1 2015/16; a decrease of 25 on the previous quarter. However, this is an overall increase of 210 on the same period last year (Q1 2014/15).

CHILDREN'S SERVICES

DP 17: Number of referrals becoming assessments

Quarterly Total
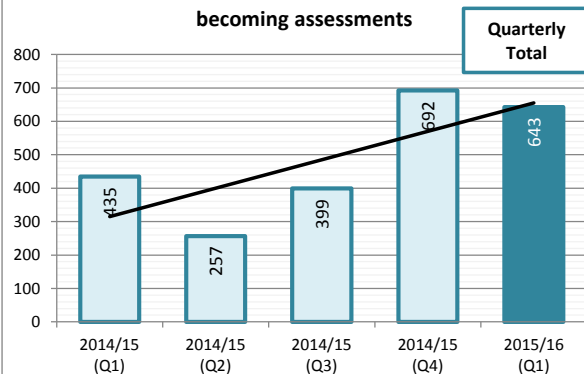
There were 643 referrals becoming assessments in Q1 2015/16; a decrease of 49 on the previous quarter. However, this is an overall increase of 208 on the same period last year (Q1 2014/15).

HOMELESSNESS

DP 19: Homeless Decisions and Acceptances

Cumulative

☐ Homeless Decisions ■ Homeless Acceptances
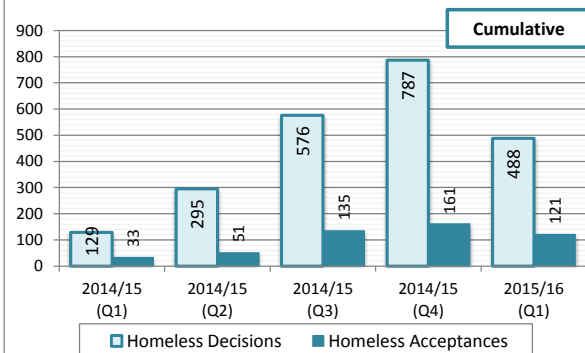
There has been a significant increase in the number of homeless decisions and acceptances made when compared to the same period last year. This is due to more rigorous recording of cases by the Housing advice team (not counted in previous years). In addition, the increase in decisions is as a result of a backlog of cases that has now been cleared.

COMMUNITY SAFETY

DP 23: Cases referred to ASB Panel

Quarterly
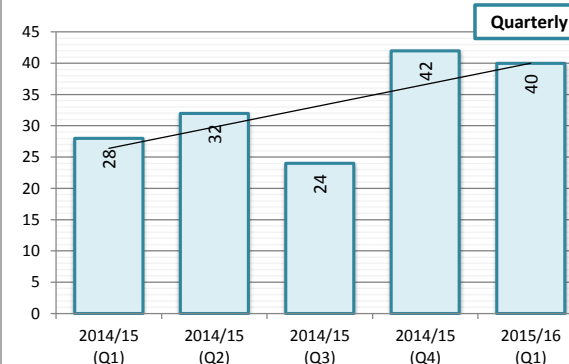
The number of cases referred to the Anti-Social Behaviour Panel has risen from 28 in Q1 2014/15 to 40 in Q1 2015/16. The new ASB powers mean that there are improved remedies for addressing ASB. The police and other agencies are increasingly looking to use these civil powers as enforcement to tackle neighbourhood issues .

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OVERVIEW & SCRUTINY BOARD

7 October 2015

REPORT

Subject Heading:	The Local Government Ombudsman's Annual Letter 2014/15
CMT Lead:	Andrew Blake Herbert
Report Author and contact details:	Grant Söderberg 01708 433091 Grant.soderberg@onesource.co.uk
Policy context:	To disseminate the activities of the Local Government Ombudsman (LGO) to Overview & Scrutiny in order that it has the opportunity to review them and to decide whether to pursue its own enquiries about complaints handling and whether any lessons had been learnt across the various services affected.

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

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

SUMMARY

This report provides the Board with the findings of the LGO during the year 1 April 2014 and 31 March 2015 and provides the statistical information for the Board to decide whether to scrutinise any of the service areas involved to see whether there

was any sign of systemic failure or if lessons had been learned and service delivery changed as a result of LGO findings and recommendations.

RECOMMENDATIONS

The Board is invited to

1.   Consider the contents of the LGO's Annual Letter along with its accompanying statistics and to decide whether to scrutinise any aspects in greater depth and;

2.   Provide any views and feed-back to the Adjudication & Review Committee

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REPORT DETAIL

Local Government Ombudsman – Annual Letter 2014-15

At its meeting on 25 August, the Adjudication & Review Committee received a report concerning the LGO's Annual Letter.   The Committee agreed a recommendation to publish the letter and the appended figures in Calendar Brief and to provide a brief explanation about the apparent discrepancy between the LGO's figures and those held by the Council.

In addition, the Committee agreed that the Letter along with its supporting information should be provided to the Overview & Scrutiny Board and invite comments. Should the Board or individual Chairmen of the various OSSCs require more detailed information, please contact the officer identified below.

The Annual Letter from the LGO was received in July. The Annual Letter is the LGO's principle means of communicating a summary of its activity with every authority across England and provides a break-down of complaints referred to her throughout the year.

 The Ombudsman's Letter and Statistics:

The figures appended to this report which accompanied the Annual Letter are unabridged and stand-alone. An attempt has been made to "match" the results based on the in-house statistics which ought to agree (in number if not in the service to which the LGO has allocated them) and all the outcomes/decisions ought to agree. An initial analysis has been carried out across the data and the results confirm that the Council's figures are correct.

In basic terms, the LGO's summary is that during the year 1 April 2014 – 31 March 2015, she recorded 97 new complaints against the Council and made 88 decisions. It should be noted that some of those decisions related to cases opened before 31

March 2014 and some of those complaints notified were still awaiting a decision after 31 March 2015.

The records kept by the Council cover both the above brought-forward and carried forward positions but there were complaints which the LGO says she received which were not recorded by the Council simply because the Council was not notified about them.

A full analysis of the LGO's figures compared to those held by the Council has yet to be completed, but an initial review the Decisions Made chart indicates that of the 88 decisions which the LGO says she made through the year, 48 were **"referred back for local resolution"**. Of these 48, nine were found to have been notified to the Council by way of an Enquiry and, in most of the nine cases, followed up by referral to the Council as a "Premature complaint" and dealt with through the complaints system. This left 39 cases about which the Council had no knowledge whatsoever. In addition to this category, the description **"Advice given"** (five cases) were also unknown to the Council, which indicates that the Council should have been informed of **44** cases upon which the Ombudsman made a decision.

Looking at the Council's figures at 31 March 2015, it was found that there were 59 distinct cases on file – 54 received during the year plus five cases open at 31st March 2014. At the end of the year, nine cases which were then either being investigated or only had draft decisions – plus one Enquiry which had yet to be responded to - were brought forward into the current year. This meant that from the overall figure of 54 (for the year itself), ten had to be subtracted which confirmed that the LGO made **44** decisions which were notified to the Council during the year 2014/15 and this is indeed what happened.

Where the Council differs from the Ombudsman is in the distribution: This is inevitable as the Council's allocation of services does not always agree with the LGO's. A case in point is the matter of Blue Badges. The Council has this function allocated to Customer Services which reports to the Group Director of Communities and Resources, whilst the Ombudsman places the category in Adult Care Services. This has always been inevitable and as long as the number of cases and the decisions agree, there is no difficulty.

Comparison with the other London boroughs:

Across the 33 London boroughs, Havering was ranked 7th LOWEST for the number of complaints recorded against it. The lowest number recorded was against the City of London (12) whilst the highest number was recorded against Newham (298). This places Havering (with 97 complaints) in the top quartile for the least number of complaints made to the LGO for the London boroughs.

The LGO has recorded complaints against a total of 363 authorities and Havering is ranked 306th – placing it in the bottom quartile. The lowest number of complaints to an authority recorded across the country was one and there were four authorities which received that number (three were National Parks authorities and the fourth was the Isles of Scilly). The highest number of complaints recorded against a single authority was 578 and this was against Birmingham. In general terms the number of complaints against authorities is in the mid to low double

figures with the London boroughs and the Metropolitan authorities scoring between one and two hundred.

Conclusion:

Looked at across the country, Havering's score of 97 places it in the bottom quartile – but most of the London boroughs are there as well and when comparing Havering with the other 32 London boroughs, Havering's tally of complaints indicates that the borough does not have a significant issue with discontented residents.

IMPLICATIONS AND RISKS

Financial implications and risks:

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

Legal implications and risks:

There are no legal implications arising from this report.

Human Resources implications and risks:

There are no HR implications arising directly as a result of this report.

Equalities implications and risks:

There are no equalities implications arising directly from this report.

BACKGROUND PAPERS

None

18 June 2015

By email

Ms Cheryl Coppell
Chief Executive
Havering London Borough Council

Dear Ms Coppell

Annual Review Letter 2015

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2015. This year's statistics can be found in the table attached.

The data we have provided shows the complaints and enquiries we have recorded, along with the decisions we have made. We know that these numbers will not necessarily match the complaints data that your authority holds. For example, our numbers include people who we signpost back to the council but who may never contact you. I hope that this information, set alongside the data sets you hold about local complaints, will help you to assess your authority's performance.

We recognise that the total number of complaints will not, by itself, give a clear picture of how well those complaints are being responded to. Over the coming year we will be gathering more comprehensive information about the way complaints are being remedied so that in the future our annual letter focuses less on the total numbers and more on the outcomes of those complaints.

Supporting local scrutiny

One of the purposes of the annual letter to councils is to help ensure that learning from complaints informs scrutiny at the local level. Supporting local scrutiny is one of our key business plan objectives for this year and we will continue to work with elected members in all councils to help them understand how they can contribute to the complaints process.

We have recently worked in partnership with the Local Government Association to produce a workbook for councillors which explains how they can support local people with their complaints and identifies opportunities for using complaints data as part of their scrutiny tool kit. This can be found here and I would be grateful if you could encourage your elected members to make use of this helpful resource.

Last year we established a new Councillors Forum. This group, which meets three times a year, brings together councillors from across the political spectrum and from all types of local authorities. The aims of the Forum are to help us to better understand the needs of councillors when scrutinising local services and for members to act as champions for learning from complaints in their scrutiny roles. I value this direct engagement with elected members and believe it will further ensure LGO investigations have wider public value.

Page 71

Encouraging effective local complaints handling

In November 2014, in partnership with the Parliamentary and Health Service Ombudsman and Healthwatch England, we published *'My Expectations'* a service standards framework document describing what good outcomes for people look like if complaints are handled well. Following extensive research with users of services, front line complaints handlers and other stakeholders, we have been able to articulate more clearly what people need and want when they raise a complaint.

This framework has been adopted by the Care Quality Commission and will be used as part of their inspection regime for both health and social care. Whilst they were written with those two sectors in mind, the principles of *'My Expectations'* are of relevance to all aspects of local authority complaints. We have shared them with link officers at a series of seminars earlier this year and would encourage chief executives and councillors to review their authority's approach to complaints against this user-led vision. A copy of the report can be found here.

Future developments at LGO

My recent annual letters have highlighted the significant levels of change we have experienced at LGO over the last few years. Following the recent general election I expect further change.

Most significantly, the government published a review of public sector ombudsmen in March of this year. A copy of that report can be found here. That review, along with a related consultation document, has proposed that a single ombudsman scheme should be created for all public services in England mirroring the position in the other nations of the United Kingdom. We are supportive of this proposal on the basis that it would provide the public with clearer routes to redress in an increasingly complex public service landscape. We will advise that such a scheme should recognise the unique roles and accountabilities of local authorities and should maintain the expertise and understanding of local government that exists at LGO. We will continue to work with government as they bring forward further proposals and would encourage local government to take a keen and active interest in this important area of reform in support of strong local accountability.

The Government has also recently consulted on a proposal to extend the jurisdiction of the LGO to some town and parish councils. We currently await the outcome of the consultation but we are pleased that the Government has recognised that there are some aspects of local service delivery that do not currently offer the public access to an independent ombudsman. We hope that these proposals will be the start of a wider debate about how we can all work together to ensure clear access to redress in an increasingly varied and complex system of local service delivery.

Yours sincerely

Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Local authority report – London Borough of Havering

For the period ending – 31/03/2015

For further information on interpretation of statistics click on this link to go to http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/

Complaints and enquiries received

Local Authority	Adult Care Services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection	Highways and transport	Housing	Planning and development	Total
Havering LB	9	13	3	13	9	17	19	14	97

Decisions made

Local Authority	Detailed investigations carried out		Advice given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution	Total
	Upheld	Not Upheld					
Havering LB	7	11	5	16	1	48	88

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Havering LB
Complaints received in period (Apr 2014 - Mar 2015)

	Ref	Authority	Category	Received Date
1	14000262	Havering LB	Housing	04/Apr/2014
2	14000640	Havering LB	Benefits & Tax	10/Apr/2014
3	14000707	Havering LB	Corporate & Other Services	11/Apr/2014
4	14001126	Havering LB	Highways & Transport	22/Apr/2014
5	14001422	Havering LB	Education & Childrens Services	25/Apr/2014
6	14001546	Havering LB	Housing	28/Apr/2014
7	14001722	Havering LB	Housing	01/May/2014
8	14002274	Havering LB	Education & Childrens Services	09/May/2014
9	13017348	Havering LB	Planning & Development	14/May/2014
10	13018137	Havering LB	Housing	16/May/2014
11	13019430	Havering LB	Housing	30/May/2014
12	14004042	Havering LB	Highways & Transport	10/Jun/2014
13	14004155	Havering LB	Adult Care Services	11/Jun/2014
14	14004402	Havering LB	Planning & Development	16/Jun/2014
15	14004649	Havering LB	Housing	19/Jun/2014
16	14005129	Havering LB	Education & Childrens Services	27/Jun/2014
17	14005634	Havering LB	Highways & Transport	07/Jul/2014
18	13016216	Havering LB	Benefits & Tax	09/Jul/2014
19	14005849	Havering LB	Housing	09/Jul/2014
20	13012009	Havering LB	Highways & Transport	15/Jul/2014
21	14006342	Havering LB	Housing	16/Jul/2014
22	14006475	Havering LB	Highways & Transport	18/Jul/2014
23	14006731	Havering LB	Corporate & Other Services	23/Jul/2014
24	14007051	Havering LB	Benefits & Tax	28/Jul/2014
25	14007568	Havering LB	Housing	05/Aug/2014
26	14007742	Havering LB	Highways & Transport	07/Aug/2014
27	14005840	Havering LB	Education & Childrens Services	08/Aug/2014
28	14007900	Havering LB	Education & Childrens Services	11/Aug/2014

Havering LB
Complaints received in period (Apr 2014 - Mar 2015)

29	14007869	Havering LB	Housing	11/Aug/2014
30	14008081	Havering LB	Benefits & Tax	13/Aug/2014
31	14008124	Havering LB	Highways & Transport	13/Aug/2014
32	14008095	Havering LB	Education & Childrens Services	15/Aug/2014
33	14008179	Havering LB	Adult Care Services	18/Aug/2014
34	14008375	Havering LB	Highways & Transport	19/Aug/2014
35	14008567	Havering LB	Environmental Services & Public Protection & Regulation	21/Aug/2014
36	14008565	Havering LB	Planning & Development	21/Aug/2014
37	14008694	Havering LB	Planning & Development	26/Aug/2014
38	14009210	Havering LB	Adult Care Services	02/Sep/2014
39	14009259	Havering LB	Highways & Transport	03/Sep/2014
40	14009479	Havering LB	Education & Childrens Services	05/Sep/2014
41	14009425	Havering LB	Housing	05/Sep/2014
42	14009697	Havering LB	Planning & Development	10/Sep/2014
43	14009722	Havering LB	Planning & Development	10/Sep/2014
44	14009928	Havering LB	Housing	15/Sep/2014
45	14010111	Havering LB	Environmental Services & Public Protection & Regulation	17/Sep/2014
46	14010975	Havering LB	Highways & Transport	01/Oct/2014
47	14011474	Havering LB	Education & Childrens Services	10/Oct/2014
48	14011598	Havering LB	Environmental Services & Public Protection & Regulation	13/Oct/2014
49	14001209	Havering LB	Housing	14/Oct/2014
50	14011803	Havering LB	Benefits & Tax	15/Oct/2014
51	14012117	Havering LB	Environmental Services & Public Protection & Regulation	21/Oct/2014
52	13003945	Havering LB	Housing	21/Oct/2014
53	14012344	Havering LB	Highways & Transport	24/Oct/2014
54	14012895	Havering LB	Adult Care Services	04/Nov/2014
55	14012993	Havering LB	Planning & Development	10/Nov/2014
56	14013384	Havering LB	Highways & Transport	12/Nov/2014
57	14013356	Havering LB	Highways & Transport	12/Nov/2014

Havering LB
Complaints received in period (Apr 2014 - Mar 2015)

58	14001838	Havering LB	Housing	13/Nov/2014
59	14013748	Havering LB	Corporate & Other Services	18/Nov/2014
60	14014090	Havering LB	Benefits & Tax	25/Nov/2014
61	14014241	Havering LB	Environmental Services & Public Protection & Regulation	27/Nov/2014
62	14015371	Havering LB	Benefits & Tax	18/Dec/2014
63	14015451	Havering LB	Education & Childrens Services	22/Dec/2014
64	14015748	Havering LB	Environmental Services & Public Protection & Regulation	05/Jan/2015
65	14015863	Havering LB	Education & Childrens Services	08/Jan/2015
66	14016212	Havering LB	Housing	16/Jan/2015
67	14006901	Havering LB	Education & Childrens Services	19/Jan/2015
68	14016858	Havering LB	Adult Care Services	23/Jan/2015
69	14017172	Havering LB	Adult Care Services	28/Jan/2015
70	14016739	Havering LB	Environmental Services & Public Protection & Regulation	29/Jan/2015
71	14007868	Havering LB	Housing	29/Jan/2015
72	14017339	Havering LB	Highways & Transport	02/Feb/2015
73	14017631	Havering LB	Highways & Transport	05/Feb/2015
74	14017787	Havering LB	Benefits & Tax	09/Feb/2015
75	14017785	Havering LB	Planning & Development	09/Feb/2015
76	14017405	Havering LB	Planning & Development	11/Feb/2015
77	14018051	Havering LB	Education & Childrens Services	12/Feb/2015
78	14018135	Havering LB	Planning & Development	13/Feb/2015
79	14018643	Havering LB	Planning & Development	23/Feb/2015
80	14018940	Havering LB	Education & Childrens Services	27/Feb/2015
81	14012400	Havering LB	Planning & Development	04/Mar/2015
82	14019408	Havering LB	Benefits & Tax	06/Mar/2015
83	14019399	Havering LB	Environmental Services & Public Protection & Regulation	06/Mar/2015
84	14019407	Havering LB	Highways & Transport	06/Mar/2015
85	14016313	Havering LB	Adult Care Services	10/Mar/2015
86	14019586	Havering LB	Benefits & Tax	10/Mar/2015

87	14019540	Havering LB	Benefits & Tax	10/Mar/2015
88	14019891	Havering LB	Highways & Transport	16/Mar/2015
89	14019861	Havering LB	Adult Care Services	17/Mar/2015
90	14020146	Havering LB	Housing	18/Mar/2015
91	14019542	Havering LB	Housing	23/Mar/2015
92	14020653	Havering LB	Environmental Services & Public Protection & Regulation	25/Mar/2015
93	14020734	Havering LB	Benefits & Tax	26/Mar/2015
94	14020688	Havering LB	Benefits & Tax	26/Mar/2015
95	14020689	Havering LB	Planning & Development	26/Mar/2015
96	14020795	Havering LB	Adult Care Services	30/Mar/2015
97	14016719	Havering LB	Planning & Development	31/Mar/2015

	Ref	Authority	Category	Decision date	Decision
1	13018133	Havering LB	Adult Care Services	01/Apr/2014	Not Upheld
2	14000262	Havering LB	Housing	04/Apr/2014	Referred back for local resolution
3	13004602	Havering LB	Planning & Development	08/Apr/2014	Upheld
4	14000640	Havering LB	Benefits & Tax	10/Apr/2014	Referred back for local resolution
5	14000707	Havering LB	Corporate & Other Services	11/Apr/2014	Referred back for local resolution
6	14001126	Havering LB	Highways & Transport	22/Apr/2014	Referred back for local resolution
7	11014228	Havering LB	Education & Childrens Services	25/Apr/2014	Upheld
8	14001546	Havering LB	Housing	28/Apr/2014	Referred back for local resolution
9	14001722	Havering LB	Housing	01/May/2014	Referred back for local resolution
10	14001422	Havering LB	Education & Childrens Services	20/May/2014	Referred back for local resolution
11	13012012	Havering LB	Housing	05/Jun/2014	Upheld
12	13018137	Havering LB	Housing	05/Jun/2014	Closed after initial enquiries
13	13017279	Havering LB	Planning & Development	09/Jun/2014	Not Upheld
14	13019502	Havering LB	Adult Care Services	10/Jun/2014	Not Upheld
15	13017348	Havering LB	Planning & Development	11/Jun/2014	Closed after initial enquiries
16	14004402	Havering LB	Planning & Development	16/Jun/2014	Referred back for local resolution
17	14004649	Havering LB	Housing	19/Jun/2014	Referred back for local resolution
18	14004042	Havering LB	Highways & Transport	20/Jun/2014	Closed after initial enquiries
19	13019430	Havering LB	Housing	26/Jun/2014	Closed after initial enquiries
20	13019743	Havering LB	Benefits & Tax	05/Jul/2014	Not Upheld
21	14006342	Havering LB	Housing	16/Jul/2014	Advice given
22	13016216	Havering LB	Benefits & Tax	23/Jul/2014	Advice given
23	14005129	Havering LB	Education & Childrens Services	23/Jul/2014	Not Upheld
24	14006731	Havering LB	Corporate & Other Services	23/Jul/2014	Referred back for local resolution
25	14005849	Havering LB	Housing	04/Aug/2014	Referred back for local resolution
26	14007568	Havering LB	Housing	05/Aug/2014	Referred back for local resolution
27	14005634	Havering LB	Highways & Transport	11/Aug/2014	Closed after initial enquiries
28	14007869	Havering LB	Housing	11/Aug/2014	Advice given
29	14008081	Havering LB	Benefits & Tax	13/Aug/2014	Referred back for local resolution
30	14008124	Havering LB	Highways & Transport	13/Aug/2014	Referred back for local resolution

31	14006475	Havering LB	Highways & Transport	16/Aug/2014	Closed after initial enquiries
32	14008179	Havering LB	Adult Care Services	18/Aug/2014	Referred back for local resolution
33	14008375	Havering LB	Highways & Transport	19/Aug/2014	Referred back for local resolution
34	13015814	Havering LB	Adult Care Services	20/Aug/2014	Upheld
35	14007051	Havering LB	Benefits & Tax	20/Aug/2014	Referred back for local resolution
36	14005840	Havering LB	Education & Childrens Services	20/Aug/2014	Closed after initial enquiries
37	14008567	Havering LB	Environmental Services & Public Protection & Regulation	21/Aug/2014	Referred back for local resolution
38	14008565	Havering LB	Planning & Development	21/Aug/2014	Referred back for local resolution
39	14008694	Havering LB	Planning & Development	26/Aug/2014	Referred back for local resolution
40	14009425	Havering LB	Housing	05/Sep/2014	Referred back for local resolution
41	14009697	Havering LB	Planning & Development	10/Sep/2014	Referred back for local resolution
42	14009722	Havering LB	Planning & Development	10/Sep/2014	Referred back for local resolution
43	14009928	Havering LB	Housing	15/Sep/2014	Referred back for local resolution
44	14010111	Havering LB	Environmental Services & Public Protection & Regulation	17/Sep/2014	Referred back for local resolution
45	14009479	Havering LB	Education & Childrens Services	25/Sep/2014	Closed after initial enquiries
46	14009259	Havering LB	Highways & Transport	29/Sep/2014	Incomplete/Invalid
47	14007900	Havering LB	Education & Childrens Services	13/Oct/2014	Not Upheld
48	14011598	Havering LB	Environmental Services & Public Protection & Regulation	13/Oct/2014	Referred back for local resolution
49	14002274	Havering LB	Education & Childrens Services	23/Oct/2014	Not Upheld
50	14012344	Havering LB	Highways & Transport	24/Oct/2014	Referred back for local resolution
51	14012895	Havering LB	Adult Care Services	04/Nov/2014	Referred back for local resolution
52	14012117	Havering LB	Environmental Services & Public Protection & Regulation	13/Nov/2014	Referred back for local resolution
53	13020071	Havering LB	Adult Care Services	17/Nov/2014	Upheld
54	14013748	Havering LB	Corporate & Other Services	18/Nov/2014	Referred back for local resolution
55	14011474	Havering LB	Education & Childrens Services	20/Nov/2014	Not Upheld
56	14011803	Havering LB	Benefits & Tax	21/Nov/2014	Closed after initial enquiries
57	14014090	Havering LB	Benefits & Tax	25/Nov/2014	Referred back for local resolution
58	14013384	Havering LB	Highways & Transport	26/Nov/2014	Closed after initial enquiries
59	14008095	Havering LB	Education & Childrens Services	28/Nov/2014	Upheld
60	14013356	Havering LB	Highways & Transport	03/Dec/2014	Referred back for local resolution
61	13012009	Havering LB	Highways & Transport	03/Dec/2014	Not Upheld

62	14014241	Havering LB	Environmental Services & Public Protection & Regulation	02/Jan/2015	Closed after initial enquiries
63	14015863	Havering LB	Education & Childrens Services	14/Jan/2015	Closed after initial enquiries
64	14015748	Havering LB	Environmental Services & Public Protection & Regulation	22/Jan/2015	Referred back for local resolution
65	14016858	Havering LB	Adult Care Services	23/Jan/2015	Referred back for local resolution
66	14016212	Havering LB	Housing	30/Jan/2015	Referred back for local resolution
67	14015371	Havering LB	Benefits & Tax	02/Feb/2015	Closed after initial enquiries
68	14017339	Havering LB	Highways & Transport	02/Feb/2015	Referred back for local resolution
69	14006901	Havering LB	Education & Childrens Services	03/Feb/2015	Referred back for local resolution
70	14018051	Havering LB	Education & Childrens Services	12/Feb/2015	Referred back for local resolution
71	14018135	Havering LB	Planning & Development	13/Feb/2015	Referred back for local resolution
72	14017172	Havering LB	Adult Care Services	25/Feb/2015	Closed after initial enquiries
73	14017785	Havering LB	Planning & Development	02/Mar/2015	Closed after initial enquiries
74	14018940	Havering LB	Education & Childrens Services	05/Mar/2015	Advice given
75	14019408	Havering LB	Benefits & Tax	06/Mar/2015	Referred back for local resolution
76	14019399	Havering LB	Environmental Services & Public Protection & Regulation	06/Mar/2015	Referred back for local resolution
77	14019407	Havering LB	Highways & Transport	06/Mar/2015	Referred back for local resolution
78	14019540	Havering LB	Benefits & Tax	10/Mar/2015	Referred back for local resolution
79	14018643	Havering LB	Planning & Development	11/Mar/2015	Closed after initial enquiries
80	14004155	Havering LB	Adult Care Services	12/Mar/2015	Not Upheld
81	14015451	Havering LB	Education & Childrens Services	16/Mar/2015	Not Upheld
82	14020146	Havering LB	Housing	18/Mar/2015	Advice given
83	14012400	Havering LB	Planning & Development	19/Mar/2015	Referred back for local resolution
84	14019542	Havering LB	Housing	23/Mar/2015	Referred back for local resolution
85	14020653	Havering LB	Environmental Services & Public Protection & Regulation	25/Mar/2015	Referred back for local resolution
86	14020734	Havering LB	Benefits & Tax	26/Mar/2015	Referred back for local resolution
87	14001209	Havering LB	Housing	30/Mar/2015	Upheld
88	14019586	Havering LB	Benefits & Tax	31/Mar/2015	Referred back for local resolution

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25 June 2015

Ombudsman report suggests council complaints system under pressure

The Local Government Ombudsman (LGO) has warned that the complaints system in local government is under increasing pressure, in a new report.

The LGO's *Annual Review of Local Government Complaints* suggests that many councils are dealing with increasing numbers of complaints and have less resource available to manage them due to resources being cut in complaint handling teams.

The warning is also backed by research that found that, on average, people spent nine months trying to resolve their complaint before coming to the LGO, and 43% of people were not told that they could approach the LGO for an independent review.

The report also releases the LGO's data for the complaints it received in 2014/15. It registered 18,211 complaints and enquiries about councils, and upheld 46% of all complaints where it carried out a detailed investigation. Within its total number of complaints there was a 10% increase in adult social care complaints and an 11% decrease in complaints about benefits and tax.

The LGO also saw a small, but unprecedented, increase in the number of councils seeking to challenge its decision and failing to comply with recommendations to put something right for a complainant.

While councils ultimately have the democratic right to choose how to implement LGO recommendations, these few instances raise a question about how councils are held to account if they fail to comply with the recommendations of its ombudsman.

Local Government Ombudsman, Dr Jane Martin, said:

"Our findings point to a local complaints system that is under real pressure. Complaint handling teams are having to do 'more with less' and the process is not as accessible and timely as it should be.

"More investment into complaints, both in terms of resources and developing an open culture, is a good value way of driving service improvement – and local government needs to challenge itself on this question. Complaints must be seen as a positive. They can provide an early warning system for issues and are an indicator of public sentiment.

"We hope that by sharing our data and knowledge from complaints, we can help with this process by promoting local accountability for actions, and allowing better scrutiny of services."

The LGO is the final stage for complaints about councils, and can carry out a fair and independent review of people's complaints once the local authority's complaints procedure has been concluded.

The LGO is clear that complaint numbers on their own can only form part of the picture of how the complaints process is performing, and other factors such as outcomes and how organisations have learned from complaints are also crucial. A higher volume of

complaints, for example, does not necessarily mean poorer standards of service; it may indicate a council's open approach to listening to feedback and using complaints as early indicator of potential issues.

Along with local councils, as the Social Care Ombudsman, the LGO has jurisdiction for private care providers, as well as some other organisations. Data for these is not included in this report.

Local Government Ombudsman Complaint *Elements* - by Service 1 April 2014 - 31 March 2015:
(Six cases were brought forward from 2013/14)
2014/15 BVPI target for maladministration is 0 and no more than 8 instances where penalties are awarded

Revised figures after comparison with LGO's Annual Letter

From 1 April 2014 - revised Directorates & Services including oneSource areas

	Communities & Resources (was CC & ED)				Children, Adults & Housing					oneSource					Completed/Omb D./OSJ/No Inv.
	StreetCare	Planning & Building Control	Parks & Open Spaces	Customer Services	Learning & Achievement	Children's Services	Adult Services	Homes & Housing (Housing Needs)	Homes & Housing (Estate & Maintenance)	School Appeals	Council Tax & Benefits	Legal Services	General: Member & non 'Service specific' issues		
Complaints under investigation - "A":	3	0		0	0	0	1	2	0	0	0	0	0		
Provisional Views Received - "B":	0	1	0	0	0	0	1	1	0	0	0	0	0		
Complaints determined:															
Report issued: Upheld; maladministration and injustice	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Report issued: Upheld; maladministration, no injustice	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Report issued: Not upheld; no maladministration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Upheld; maladministration and injustice	0	1	0	0	1	0	1	0	0	0	0	0	0	5	
Upheld; maladministration, no injustice	0	0	0	0	1	0	1	2	0	0	0	0	0	2	
Not upheld; no maladministration	1	1	0	2	0	1	2	0	0	3	1	0	0	11	
Closed after initial enquiries - out of jurisdiction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Closed after initial enquiries – no further action	4	1	0	0	1	0	1	1	0	1	0	0	0	9	
Not upheld: No further action	1	2	0	0	1	0	0	1	1	0	2	0	0	7	
Complaint *Elements* Completed - not Premature - "C":	6	5	0	2	4	1	5	4	0	4	3	0	0	34	
Prematures & LGO enquiries - "D":	11	4	2	1	1	5	3	9	6	1	5	2	0		
Totals - A, B, C & D:	20	10	2	3	5	6	10	16	6	5	8	2	0		

Summary:

Complaint *Elements* under Investigation	6	+	Complaint *Elements* - PVs Recd - whether investigated or not	3	+	Completed/Omb D./OS J/No Inv.	34	+	Premature - or enquiries	50	=	Total of Complaint *Elements*	93

50

93

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