



Havering

LONDON BOROUGH

OVERVIEW & SCRUTINY BOARD AGENDA

7.00 pm

**Wednesday
3 August 2016**

**Havering Town Hall,
Main Road, Romford**

Members 16: Quorum 5

COUNCILLORS:

**Conservative
(7)**

John Crowder
Steven Kelly
Robby Misir
Dilip Patel
Viddy Persaud (Vice-Chair)
Linda Trew
Michael White

**Residents'
(3)**

Barbara Matthews
Ray Morgon
Barry Mugglestone

**East Havering
Residents'(2)**

Gillian Ford (Chairman)
Linda Hawthorn

**UKIP
(2)**

Ian de Wulverton
Lawrence Webb

**IRG
(1)**

Graham Williamson

**Labour
(1)**

Keith Darvill

**For information about the meeting please contact:
Richard Cursons 01708 432430
richard.cursons@oneSource.co.uk**

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 INTERESTS

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

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

4 MINUTES (Pages 1 - 10)

To approve as a correct record the minutes of the meetings of the Board held on 9 March, 26 April and 24 May 2016 and to authorise the Chairman to sign them.

5 SICKNESS ABSENCE - UPDATE

An update will be given at the meeting.

6 ANNUAL CORPORATE PERFORMANCE REPORT 2015/16 (Pages 11 - 38)

Report and appendices attached.

7 REVIEW AND REFRESH OF THE VOLUNTARY SECTOR STRATEGY (Pages 39 - 76)

Report and appendices attached.

8 WASTE MINIMISATION TOPIC GROUP REPORT (Pages 77 - 86)

Report to be considered by the Board.

9 OVERVIEW & SCRUTINY SUB-COMMITTEE/TOPIC GROUP UPDATES

Updates will be given at the meeting.

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
9 March 2016 (7.00 - 8.15 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Steven Kelly, Dilip Patel, Viddy Persaud, Linda Trew and +Roger Westwood
Residents' Group	June Alexander, Nic Dodin and Barbara Matthews
East Havering Residents' Group'	Linda Hawthorn
UKIP Group	Ian de Wulverton and Lawrence Webb (Vice-Chair)
Independent Residents' Group	+Michael Deon Burton and Graham Williamson

Apologies were received for the absence of Councillors Gillian Ford, Robby Misir, Carol Smith and David Durant.

+Substitute members Councillor Roger Westwood (for Carol Smith) and Councillor Michael Deon Burton (for David Durant).

All decisions were taken with no votes against.

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

39 MINUTES

The minutes of the meeting held on 3 February 2016 were agreed as a correct record and signed by the Chairman.

**40 PROPOSED CORPORATE PERFORMANCE INDICATORS,
TOLERANCES AND TARGETS FOR 2016/17**

The report before Members outlined the proposed corporate performance indicators, tolerances and targets for 2016/17.

Each year the Council undertook a comprehensive review of the Corporate Performance Indicators (CPIs) that were reported to the Corporate Management Team (CMT), Cabinet and Overview and Scrutiny Committees as part of the annual service planning process. The report set out (at

Appendix 1) the proposed Corporate Performance Indicators and the associated targets and tolerances for 2016/17 for review by the Overview and Scrutiny Board prior to the finalisation of the Corporate Plan and individual Service Plans.

Members sought and received clarification of the proposed target of indicator SC15 that related to the average number of days taken to remove streetcare flytips.

The Head of Streetcare advised that with the new technology that was being used operatives were dispatched a lot quicker to deal with flytips however sometimes such a quick turnaround could have a detrimental effect as people saw it as a rubbish removal tool.

Members noted that a restructure of enforcement services was currently underway throughout Regulatory Serves.

Members **noted** the proposed targets and tolerances for each indicator.

41 **OVERVIEW & SCRUTINY SUB-COMMITTEE/TOPIC GROUP UPDATES**

Environment O&S Sub-Committee

The Chairman advised that the Waste Reduction Topic Group report was still to go to Cabinet.

The Sub-Committee was receiving regular updates on the progress of both the impending parking review (which will now hopefully include measures to counter obstructive parking) and the Public Space Protection Orders (that should be rolling out at some of the borough's schools later this year).

Health O&S Sub-Committee

Members were advised that the topic group looking at delayed appointments had extended its review timescale to look at the subject in greater detail.

Children & Learning O&S Sub-Committee

As the Chairman had sent apologies to the meeting no update was available.

Towns & Communities O&S Sub-Committee

The Chairman advised that the Green Belt Topic group had now commenced and that a visit around the borough to examine Green Belt sites was planned for the near future.

Members were advised that the topic group looking at Anti-Social Behaviour was due to meet one final time before concluding its review.

Individuals O&S Sub-Committee

Members noted that the Social Inclusion Topic Group were due to pay visits to Family Mosaic and Havering Mind.

Crime & Disorder O&S Sub-Committee

The Chairman advised that the topic group reviewing offenders with mental health issues were due to meet with NHS England and South Essex Partnership University NHS Foundation Trust representatives.

42 **INTERIM REPORT OF THE DEBT RECOVERY TOPIC GROUP**

Members were advised that the topic group had now produced an interim report to be agreed by the Board for submission to Cabinet for its consideration.

The topic group had scrutinised debt recovery in the borough by understanding the current procedures, levels of debt and considered possible solutions that might usefully improve collection rates.

It was **agreed** that the report be circulated before Board members for their comments and a special meeting of the Board be convened to formally agree that the report be submitted to Cabinet.

Chairman

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**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
26 April 2016 (6.30 - 7.00 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Steven Kelly, Robby Misir, Dilip Patel, Viddy Persaud and Carol Smith
Residents' Group	June Alexander, Nic Dodin and Barbara Matthews
East Havering Residents' Group'	Gillian Ford (Chairman) and Linda Hawthorn
UKIP Group	Ian de Wulverton and Lawrence Webb (Vice-Chair)
Independent Residents' Group	David Durant

An apology for absence was received from Councillor Graham Williamson.

All decisions were taken with no votes against.

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

43 INTERIM REPORT OF THE DEBT RECOVERY TOPIC GROUP

The report before Members detailed the interim findings of the Debt Recovery Topic Group.

The topic group representative present advised that a sum of £19.8 million of Council Tax arrears remained uncollected.

During scrutiny of the collection process topic group members had felt that once the pre-set target for collection had been met then the pressure slowed down on further collection and this had led to the accumulation of the arrears.

Members were advised that the correspondence sent to debtors was often lengthy and only suggested that legal action might be taken when chasing the debt rather than promising to take legal action against non-payers.

At the current time there were over 8.300 debtors who owed outstanding Council Tax.

The topic group report recommended the creation of a task force to specifically target debtors and chase outstanding debts.

During a brief debate Members discussed the issue of encouraging more residents to sign up to direct debit payments, poor IT systems throughout the authority and how the Council would ensure that vulnerable residents were treated fairly.

Members also agreed that the published collection rate for Council Tax should be 100% and not a lower target.

The Board **noted** the report and **agreed** to refer the recommendation set out in section 4 of the report of the topic group to Cabinet.

44 **OTHER BUSINESS**

Following concerns raised by another Councillor it was **agreed** that the Board would set up a topic group or review of the Council's procurement of contracts in the new municipal year.

Chairman

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Council Chamber - Town Hall
24 May 2016 (7.00 - 7.45 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Robby Misir, Viddy Persaud, Carol Smith, Michael White and +Frederick Thompson
Residents' Group	Ray Morgon, Nic Dodin and Barbara Matthews
East Havering Residents' Group'	Gillian Ford (Chairman) and Linda Hawthorn
UKIP Group	Ian de Wulverton and Lawrence Webb (Vice-Chair)
Independent Residents' Group	Graham Williamson
Labour	Keith Darvill

An apology for absence was received from Councillor Dilip Patel.

+Substitute members: Councillor Frederick Thompson (for Dilip Patel).

Councillor Melvin Wallace was also in attendance.

All decisions were taken with no votes against.

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

**1 REQUISITION OF EXECUTIVE DECISION 16/48 - PREVENTING
DAMAGE AND INJURY IN PARKS AND OPEN SPACES**

Councillors Ray Morgon and Keith Darvill addressed the Board and gave the reasons for the call-in of the Executive Decision.

Prior to the meeting a response from the Head of Cultural and Leisure Services to the questions raised by the call-in had been provided within the agenda pack.

During the debate Members sought and received clarification on several points.

Amongst those points were the following:

Officers advised that it was counter-productive to define an exact area when determining what the immediate area outside of the park was. Parks Protection Officers (PPOs) could chase someone in the immediate area outside of the park but could not chase the person outside of the park. Different officers would have different views as to what they determined outside.

Members noted that there had been extensive communications with police officers and the Cabinet Member on how the boundaries around parks would affect arrests. The Borough Commander was very supportive of the new powers and the police were relaxed about extending the powers. Officers needed to comply within an operating procedure Attestation gave PPOs the same powers as the police but they also needed to follow the Council's procedures. Cameras were provided to all officers monitoring their actions and footage was reviewed if a complaint was made. All enforcement action was documented complete with video footage if necessary.

In response to a question relating to radio contact with police officers advised that discussions were on-going and that now PPOs were attested the police were now working closer with officers. The technology was there but there were just some protocols to overcome.

Members were advised that there had been several incidents since February, when PPOs were attested some of which had gone to court and which involved police assistance. There had been one incident of robbery in Raphael's Park and instance of someone going equipped in Dagnam Park where the prosecuting authority was the police.

In response to a question relating to likely cost savings officers replied that there had been a noticeable impact so far but officers would wait for six months then report to scrutiny with a full report in a year's time. The report Members were considering dealt with people entering the parks and vandalism costs could run into thousands. Although there were no figures at present officers could look at data over three years and look at this year and extrapolate savings. Officers confirmed that there were no extra costs as the officers were already employed. If cost effective then the scheme could be expanded.

Officers confirmed that they made judgements on who shouldn't be entering the parks using both visual means and by using their experience. People entering the parks in transit vans often were there to fly tip and some individuals were already known to PPOs.

Members noted that officers were hoping to strengthen partnership working with the police.

It was suggested that the Crime and Disorder Overview and Scrutiny Sub-Committee invite someone along to aid the partnership. The Ward Panel in

Gooshays was very well run and perhaps needed to be rolled out to other areas in the borough. The Parks Protection Manager attended the meetings of the Community Safety Partnerships it was suggested that the Chairman of the panels invite Steve Rawlings to their meetings.

Officers confirmed that the PPOs were part of the Council's emergency contingency plans.

At this point the Cabinet Member for Culture and Community Engagement left the room whilst the Board voted on the decision as to uphold or dismiss the call-in of the Executive Decision 16/48 dated 16 April 2016.

The vote for the decision as to whether to uphold or dismiss the call-in was carried unanimously.

It was **RESOLVED** that the call-in of the Executive Decision 16/48 dated 16 April 2016 be dismissed.

Chairman

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CABINET
12 JULY 2016

Subject Heading:	Annual Corporate Performance Report (2015/16)
Cabinet Member:	Councillor Clarence Barrett
CMT Lead:	Sarah Homer
Report Author and contact details:	Pippa Brent-Isherwood, Head of Policy & Performance phillipa.brent-isherwood@havering.gov.uk 01708 431950
Policy context:	The report sets out annual performance against 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, with an annual report brought at the end of Quarter 4.
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]

SUMMARY

The Corporate Performance Report provides an overview of the Council’s performance for each of the strategic goals (Clean, Safe and Proud). The report highlights areas of strong performance and potential areas for improvement.

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

- Red = more than the ‘target tolerance’ off the annual target and where performance is *not improving*
- Amber = more than the ‘target tolerance’ off the annual target and where performance has *improved or been maintained*.
- Green = on or within the ‘target tolerance’ of the annual target

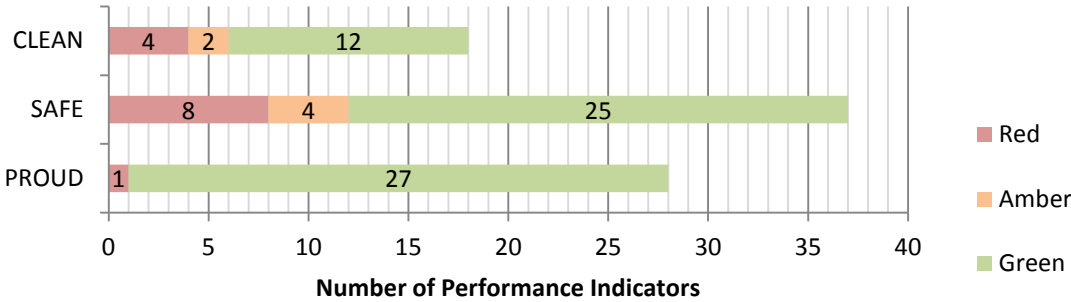
Where performance is more than the ‘target tolerance’ off the annual target and the RAG rating is ‘Red’, ‘Corrective Action’ is included in the report. This highlights what action the Council will take to address poor performance.

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

- Short-term performance – with the previous quarter (Quarter 3 2015/16)
- Long-term performance – with the same time the previous year (Quarter 4 2014/15)

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

Annual 2015/16 RAG Summary



83 quarterly and annual Corporate Performance Indicators have been measured. All of the 83 indicators have been given a RAG status. In summary:

- 64 (77%) have a RAG status of Green.
- 19 (23%) have a RAG status of Red or Amber.

This represents slightly improved performance compared with Quarter 3, when 70% of PIs were RAG rated Green and 30% were rated Red or Amber.

The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. 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.

Future performance reporting arrangements

As approved by the Cabinet through the Quarter 2 Corporate Performance Report, from the new financial year onwards the quarterly and annual Corporate Performance Reports will be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This will allow the Overview and Scrutiny Board to maintain oversight of the value the individual committees are adding in monitoring and influencing performance and would also allow the Cabinet reports to reflect any actions the overview and scrutiny committees may be taking to improve performance in highlighted areas. Work has been undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet will still receive the reports within the same timescale as currently, but with the added benefit that the individual scrutiny committees would already have had the opportunity to scrutinise the data and commission relevant pieces of work in response. The time taken to complete the entire reporting cycle will therefore be shortened.

Measuring customer satisfaction

Whilst the PIs currently included in the Corporate Performance report provide both Members and officers with vital performance information that can be used to improve services, there are few PIs that focus on customer satisfaction. There are various options to address this, from undertaking small surveys on a quarterly basis, to larger surveys on an annual basis, consulting focus groups to setting up consultation panels, as well as many other options in between. So that the Council may fully understand the options available and what the benefits and resource implications of each option may be, the Communications Service is currently seeking views from an external consultant to gain expert advice on how we can gauge residents' satisfaction in the most meaningful way. This will inform any new performance indicators to be included in the Corporate Performance Report during 2016/17.

RECOMMENDATIONS

That Cabinet:

1. **Reviews** the levels of performance set out in **Appendix 1** and the corrective action that is being taken, and
2. **Notes** the content of the Demand Pressures Dashboard attached as **Appendix 2**.

REPORT DETAIL

HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT

The Council's performance on making Havering a clean borough has been positive, with performance against 67% (12 of 18) of indicators meeting target or being within target tolerance.

Highlights:

- The volume of residual waste per household was below target (where lower is better) and an improvement on the outturn for 2014/15.
- The completion rate against the street cleansing schedule was above target and also an improvement on both the previous quarter and 2014/15 outturn.
- 99.9% of refuse and recycling collections were completed against schedule during the year.
- The number of volunteers participating in community clean-ups significantly exceeded target, with 686 volunteers taking part in 18 community clean-ups.
- There has been a 79% increase in the number of volunteers active in Friends of Parks groups. Two new "Friends" groups were formed during 2014/15.

Improvements required:

- The number of fly tipping incidents reported was significantly above target and higher than the previous year's outturn. This is at least partly due to greater vigilance amongst members of the public and improved reporting as a result of active promotion of new ways of reporting such incidents. The Council has secured a number of successful prosecutions against fly tippers and these have also been actively publicised in order to deter other would be offenders.
- The percentage of household waste sent for reuse, recycling and composting was below target and lower than both the previous quarter and the 2014/15 outturn. This is in line with the picture nationally and is also due to a number of local factors, such as Sainsbury's now managing "bring sites" for recycling which are no longer included in Council figures and a reduction in green waste as a result of last year's weather conditions.
- The percentage of major applications processed within 13 weeks and minor applications processed within 8 weeks were below target and lower than during both the previous quarter and the previous year. However it is important the note that performance against both these indicators would have exceeded target if Extension of Time Agreements were treated as "in time" for the purpose of reporting against this PI. Various activities are in place to improve performance going forwards, including better pre-planning of applications and pre-application advice, a quicker validation process, and the committee target dates being better planned to keep planning applications within the agreed timeframe without needing an extension of time agreement.

PEOPLE WILL BE SAFE, IN THEIR HOMES AND IN THE COMMUNITY

The Council's performance on ensuring Havering is a safe borough has been very positive, with performance against 68% (25 of 37) indicators meeting target or being within target tolerance and almost half (16 of 36¹) indicators showing an improvement on the previous quarter.

Highlights:

- The overall rate of delayed transfers of care from hospital ended the year under target (where lower is better), and was better than during both Quarter 3 of 2015/16 and the outturn for the previous year. The creation of the Joint Assessment and Discharge (JAD) team has been pivotal in this, and the Adult Social Care service continues to work with Health colleagues to improve discharge processes in the borough.
- None of the Child Protection Plans that ended during 2015/16 had been in place for more than two years.
- The number of burglaries reported was below target and Havering exceeded the four year 20% reduction target set by the Mayor's Office for Policing and Crime (MOPAC). The borough achieved the 7th largest reduction overall of the 32 London boroughs, achieving a 36.3% reduction compared to average reductions across the East London boroughs of 26.6% and across the Metropolitan Police Service area as a whole of 27.6%. This has improved Havering's rank in the rate of offending, falling from the 7th highest rate of burglary in London to the 14th.
- Self-Directed Support and personalisation continue to be at the heart of the service offer within Adult Social Care. As a result of this, the percentage of people using social care who receive self-directed support and those receiving direct payments exceeded the annual target and performed better than the previous quarter and the same time last year.
- The speed of processing changes in circumstances of Housing Benefit / Council Tax Support claimants has significantly exceeded target due to increased automation at certain points during the year. Of the 70,000 changes processed during the year, 25,000 were manual amendments and 45,000 were system automated to some degree.

Improvements required:

- The percentage of children waiting less than 14 months between entering care and moving in with their adoptive family was consistently lower than target throughout the year. Performance against this element of the Adoption Scorecard is fundamentally tied to the effectiveness of a whole systems approach to permanence and adoption in particular. Following a review at the beginning of the 2016/17 financial year, changes have been applied to the tracking and monitoring processes which have strengthened oversight mechanisms in this area to ensure that potential delay is anticipated, understood

¹ One indicator is an annual performance indicator and does not give a short term direction of travel

and immediately addressed. There is consistent and detailed management oversight and scrutiny of each individual case to ensure that the Council is acting in the best interests of the child(ren) as opposed to “chasing targets”. Sometimes the Council will intentionally take longer to place a child where it feels that additional work needs to be undertaken prior to placement to ensure the best possible outcomes for that young person. It should also be noted that the cohort of children in Havering who are adopted is relatively low, usually totalling 10 or fewer each year. This low cohort size means that delays in just one case – particularly where the case involves a sibling group of children – can significantly alter the outturns against all the Adoption Scorecard measures. Performance against this measure is also impacted by external factors over which the Council has no control, such as the courts, which have recently tended to favour placements within a child’s extended family, even where the local authority may not agree that this is in the child’s best interests. Children’s Services is working on a regional and pan London basis to ensure that the experiences and best practice from other agencies is regularly reviewed and applied within the service.

- The number of offences of violence with injury was significantly above target. However, it should be noted that the target set by MOPAC was unachievable due changes to the way the offence is defined and recorded part-way through the year, with no corresponding change to the target. As a consequence, all London Boroughs reported increases last year. Nevertheless, the Havering Community Safety Partnership continues to take active steps to address this, including banning all gang nominal from licensed premises in Romford and Hornchurch and utilising Criminal Behaviour Orders to restrict access to key areas of the Borough and prevent gang associations. An increased focus on perpetrators of domestic abuse is being led through the monthly DV Multi-Agency Risk Assessment Conference (MARAC). This has led to an increase in the proportion of repeat referrals to the DV MARAC in order to prevent escalation to more serious offences.
- The percentage of adults in contact with secondary mental health services in paid employment ended the year below target and also lower than during both Quarter 3 of 2015/16 and the previous year. Corrective action is to be taken through the creation of a “Recovery Community” that will capture those mental health clients that fall between primary and secondary Mental Health services.
- The annual target was narrowly missed in relation to the percentage of people who return to Adult Social Care 91 days after completing reablement. It is suspected that some of the clients referred to the service during the year were not suitable candidates for reablement in the first instance, so there will be close monitoring in terms of suitability for the service during 2016/17 in order to improve performance.
- The number of people killed and seriously injured on the borough’s roads ended the year over target (where lower is better) and higher than during the previous year. Although the figure increased compared with the previous year, it represents a 32% reduction compared with the baseline figure (which was based on the 2005 – 2009 average). The Department for Transport has set a

target of achieving a 33% reduction by 2020, whilst Transport for London has set a target of achieving a 40% reduction over the same time period. Based on current performance, these targets remain achievable in the borough, however locally the Council has set itself a more challenging target, aiming for a 50% reduction. It is against this more challenging local target that the performance level set out in this report is assessed.

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING

The Council's performance on ensuring Havering's residents are proud to live in the borough has been extremely positive, with performance against 96% (27 of 28) indicators meeting target or being within target tolerance and 85% (22 of 26²) of indicators showing an improvement on the previous quarter.

Highlights:

- The collective retail and leisure vacancy rate for the seven town centres is significantly better than target and below the UK's national vacancy rate, particularly in the larger town centres of Romford, Hornchurch, Upminster and Rainham.
- 92.3% of housing repairs were completed on time during 2015/16, which is an improvement on both Quarter 3 2015/16 and Quarter 4 of 2014/15 and above target (where bigger is better).
- More than 96% of estate inspections achieved the target score. Improved use of mobile technology has assisted in maintaining high standards and ensuring prompt resolution of issues identified.
- New and improved ways of working have resulted in the average void to re-let time falling to 11.9 days – a significant improvement on the 33.4 days achieved during 2014/15.
- Apprenticeships remain on the increase as an attractive post-16 option amongst young people who want to secure employment rather than continue on with A Levels or go to university, with 2015/16's performance being 7.6% above target.
- The call abandonment rate ended the year lower than target due to rolling out an 'online only' approach that has reduced demand across Customer Services. The number of automated transactions was also above target. This is largely due to the introduction of new online services, better targeted marketing of online services and the drive to promote the online renewal of Green Waste transactions.
- A number of new initiatives went live during the year which allowed parking income against budget to exceed target by £113,886.
- 19 in-house foster carers were recruited during 2015/16. This is a significant improvement on the previous year, when 12 new carers were approved.
- Only 1% of corporate complaints escalated to Stage 2, compared with a target of 10% and an outturn the previous year of 6%.

² One indicator is an annual performance indicator, so not given a short term direction of travel. There was no Quarter 3 outturn provided for another indicator, so this also could not be assigned a short term direction of travel.

Improvements required:

- The sickness absence rate per annum per employee was above target for the year. Managers have been working to support their staff during sickness absence by ensuring timely referrals to occupational health, ensuring that formal review meetings are conducted in an appropriate and timely manner and that all cases are progressed quickly to a resolution. The Council is also about to embark on a pilot project whereby, instead of reporting sickness to their line manager, employees will be required to report their sickness to a qualified nurse, who may be more enquiring of their fitness to carry out some or all of their job role and will also recommend some immediate actions they may undertake to help them return to work more quickly. As musculo-skeletal injuries are a significant contributory factor to the Council's overall sickness levels, particularly in the more manual occupations, and evidence indicates that the quicker specialist care is sought in relation to such injuries, the quicker people recover, a second pilot is also due to commence imminently whereby staff reporting sick due to this type of condition will immediately be referred to a specialist who will assist in their recovery and subsequent return to work. It should also be noted that sickness levels are measured on the basis of a 12 month rolling year, so even after an employee with a poor sickness record has left the Council's employment, their previous poor history will continue to be reflected in the Council's performance figures for the following 12 months. Between January 2015 and March 2016, 49 staff left the council's employment on account of their sickness absence levels and it is expected that sickness absence levels across the organisation will reduce over the coming year as a consequence of this.

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:

There are no direct financial implications arising from this report however, 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.

Cabinet 12 July 2016

Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams.

Robust ongoing monitoring is undertaken as part the established financial and service management processes.

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 made available 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 Personal Development Reviews (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:

- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Reduce violence with injury
- Percentage of people leaving care who are in education, employment or training at age 19 and at age 21
- Percentage of looked after children (LAC) placed in LBH foster care
- Repeat Domestic Violence cases going to the MARAC
- Percentage of adults in contact with secondary mental health services in paid employment
- Percentage of people who return to Adult Social Care 91 days after completing reablement
- Direct payments as a percentage of self-directed support
- 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 Council's website at
https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Vision

RAG Rating	Direction of Travel (DOT)	Description
Green	On or within the 'target tolerance' of the annual target ↑	Short Term: Performance is better than the previous quarter Long Term: Performance is better than at the same point last year
Amber	More than the 'target tolerance' off the annual target but where performance has improved or been maintained. →	Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as at the same point last year
Red	More than the 'target tolerance' off the annual target and where performance is worsening ↓	Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than at the same point last year

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community												
(C)	Number of fly-tipping incidents	Smaller is Better	3,000	±10%	3726 RED	↓	2,791	↓	2,914	<p>The number of fly tips is above target and is higher than at the same time last year. This increase may be partly due to more reports by residents following the promotion of the new ways of contacting the Council.</p> <p>Corrective Action: Whilst the majority of fly tips are still small in size there has been a concerning rise in the number of large scale fly tips in and around the lanes in Upminster and Rainham. We are continuing to use covert CCTV to try to identify offenders and will prosecute when we do. We have secured a number of successful prosecutions and these have been publicised with the intention of deterring would be fly tipplers. We will continue to work with colleagues in Communications to highlight the problem caused by the illegal dumping of waste and ask for the public's support in helping us to identify offenders. We are looking to introduce in cab technology which will enable more accurate recording of fly tip numbers and management information to inform our enforcement activity. It is likely that this will mean more fly tips are recorded and therefore reported. In addition, the proposal to bring together enforcement and safety resources to deliver a one-council operation along with the creation of an internal strategic commissioner to determine tasking should enable a more joined up approach to tackle this problem.</p>	Streetcare <i>Reported to Department for Environment, Food & Rural Affairs (DEFRA)</i>	Environment
(C)	Residual household waste per household	Smaller is Better	664kg	±10%	657.33kg GREEN	↓	336kg	↑	664kg	<p>Performance for the year is better than target and there has been an improvement on the annual figure for 2014/15. A number of popular campaigns have been run this year to reduce waste including 'Local Green Points' and 'Love Food Hate Waste'.</p>	Streetcare <i>Local performance indicator</i>	Environment
(C)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	±10%	31.85% (RED)	↓	34.0%	↓	32.40%	<p>Performance is below target and has worsened compared to both Q3 and the annual outturn for 2014/15. There are various reasons for this, including a stagnation in recycling (which mirrors the picture nationally), Sainsbury's now managing 'bring sites' for recycling which are no longer included in Council figures, and a reduction in green waste given weather conditions over the last year.</p> <p>Whilst an overall reduction in recycling performance is disappointing it doesn't financially impact the Council, whereas overall tonnage does. The focus therefore needs to remain on waste minimisation rather than recycling percentages.</p> <p>Corrective action: A programme of waste reduction initiatives will continue into 2016/17, including home composting schemes, the 'Real Nappies' campaign which encourages the use of cloth nappies and the 'Love Food Hate Waste' campaign.</p>	Streetcare <i>Local performance indicator</i>	Environment

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
(C)	Number of missed waste collections per 100,000	Smaller is Better	100	±10%	97.04 GREEN	↑	113.0	-	NEW	Performance is slightly below target despite fluctuations throughout the year, with a particularly poor spell following a change in management at Serco in May 2015, as well as over the Christmas period 2015. More recently performance has improved, and we expect this trend to continue into the new financial year.	Streetcare Local performance indicator	Environment
(C)	Percentage completion against Street Cleansing schedule	Bigger is Better	82%	±10%	86% GREEN	↑	84%	↑	79%	Performance is above target and was at 86% for Q4 as well as year-end. This PI comprises both manual and mechanical street cleaning schedules. The manual performance figure for the year has been on or above target throughout the year with the exception of November when Autumn leaf fall impacted on the schedules. The mechanical sweeping completions in Quarter 4 were below target as we do not mechanically sweep when the roads are gritted. However, performance is better than target for mechanical sweeping completions when compared to the previous year's performance.	Streetcare Local performance indicator	Environment
(C)	Percentage of refuse and recycling collections completed against schedule	Bigger is Better	93%	±10%	99.9% GREEN	→	99.9%	-	NEW	Performance is above target, as has been the case for most of the year.	Streetcare Local performance indicator	Environment
(S)	Number of parks with Green Flag Status	Bigger is Better	9	±10%	9 GREEN	→	9	→	9	Whilst no additional Green Flags have been achieved this year, the Council will be applying for Green Flag Status for Central Park and Rise Park in 2016, making the target for 2016/17 11 Green Flags. In addition, in 2017, the Council will be applying for Green Flag status for Harrow Lodge Park, Haines Park and Langton Gardens, taking the target to 14 for 2017/18.	Culture & Leisure Local performance indicator	Towns & Communities
(S)	Number of green waste customers (green bin scheme)	Bigger is Better	23000	±10%	23,654 GREEN	-	Annual	↑	22,289	Performance is above target and better than at the same point last year. The initial problems with the online renewal process were successfully overcome, with ICT increasing the RAM capacity in order for the site to cope with the volume of transactions. This year it was agreed that the renewals should be online only, but following the initial difficulties we advertised the automated payment line number, making it easier for customers to access the service. The service sent out a final reminder letter in April, which will hopefully encourage those remaining who wish to renew the service to do so.	Streetcare Local performance indicator	Environment

CLEAN: Using our influence

(C)	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included)	Bigger is Better	62%	±10%	41.67% (15 of 36) RED	↓	46.43% (13 of 28)	↓	84.61% (33 of 39)	For the year, out of a total of 36 applications, 19 had Extension of Time Agreements and 100% of these were decided within the agreed time frame. This would give a revised percentage of 94.44% if EoT applications were treated as in time for the purposes of this PI. Corrective action: Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when applications are received, neighbour notification, officer visit/report & committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	65%	±10%	53.56% (188 of 351) RED	↓	56.85% (166 of 292)	↓	74.43% (303 of 408)	For the year out of a total of 351 applications, 118 had Extension of Time Agreements, 114 of which were decided within the agreed time frame. This would give a revised percentage of 86.04% if EoT applications were treated as in time for the purposes of this PI. Corrective action: Various activities such as promotion of pre-application advice offer, quick turn-round of validation process when application received, neighbour notification, officer visit/report & committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	80%	±10%	85.93% (1,454 of 1,692) GREEN	↓ 86.12% (1,117 of 1,297)	↓ 90.02% (1,326 of 1,473)	For Q4 (cumulative), out of a total of 1,692 applications, 158 had Extension of Time Agreements, 150 of which were decided within the agreed time frame. This would give a revised percentage of 94.79% if EoT applications were treated as in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of major planning applications processed within 13 weeks at end of each quarter over a two year period	Bigger is Better	50%	±10%	51.32% (39 of 76) GREEN	↓ 54.41% (37 of 68)	– NEW	For the rolling period end Q4 2013/14 to end Q4 2015/16, out of a total of 76 applications, 30 had Extension of Time Agreements, of which 29 were decided within the agree time frame. This would give a revised percentage of 97% if EoT applications were treated in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(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%	±5%	3.57% (3 of 84) GREEN	↓ 3.44% (3 of 87)	– NEW	This is a new PI so there isn't any comparable data for last year. Performance is below target where smaller is better.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period	Bigger is Better	60%	±10%	56.93% (427 of 750) GREEN	↓ 58.61% (405 of 691)	– NEW	Performance is above target for this PI. For the rolling period end Q4 2013/14 to end Q4 2015/16, out of a total of 750 applications, 184 had Extension of Time Agreements, of which 178 were decided within the agree time frame. This would give a revised percentage of 96.74% if EoT applications were treated in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Number of volunteers participating in community clean ups	Bigger is Better	90	±10%	686 GREEN	↑ 206	– NEW	Performance is well above target at year end. 18 clean ups took place between January and the end of March with 480 volunteers taking part. 12 of the 18 clean-ups were for the 'Clean for the Queen' campaign (which had not yet been announced when the target was set), with 452 of the total 480 volunteers taking part in these community clean ups.	Policy and Performance Local performance indicator	Towns & Communities
(S)	Number of volunteers active as Friends of Parks	Bigger is Better	111	±10%	174 GREEN	– Annual	↑ 97	At the end of 2014/15 there were 97 active volunteers who were part of Friends of Parks Groups. At the end of 2015/16 the figure has increased to 174 volunteers representing a 79% increase. There were two new Friends of Parks groups formed in 2015/16; the Friends of Hall Lane Mini Golf Course and the Friends of Upminster Hall Playing Fields.	Culture & Leisure Local performance indicator	Towns & Communities
CLEAN: Leading by example										
(C)	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	33%	±10%	44.2% (42 of 95) AMBER	↑ 50.0% (27 of 54)	↓ 31% (31 of 100)	The percentage of appeals allowed against refusal of planning permission for the year (44.21%) is higher than target (33%) and the same period last year (31%). However, there is a slight improvement on Q3 performance (50%). Performance is being monitored closely to identify any specific trends, with decision making adjusted where a pattern is identified. Performance for Q1 of 2016-17 is anticipated to be closer to target.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Number of online report forms as a percentage of all CRM reports	Bigger is Better	40%	±5%	29.43% (17,023 of 57,845) AMBER	23.26% (10,152 of 43,649) ↑	15.68% (8,904 of 56,795) ↑	Performance has improved compared to the year-end figure for 2014/15 and also in comparison with Quarter 3 of 2015/16. Whilst the annual figure is below target, performance improved considerably in Quarter 4 following continued promotion of services online (Jan 50%, Feb 47% & Mar 47%). The promotion of services that are fully integrated with technology will continue. This will enable 24/7 access to Council services for those customers that have the facilities to transact with the Council online at times that are convenient for them. For 16/17, this P.I. will be changed to include all integrated service requests (those that are under the Apply and Pay headers as well as the service requests categorised as Reports). This will give a more complete overview of self-serve online activity. A full review of the Council's Customer Access Strategy will take place in 2016.	Customer Services Local Performance Indicator	Environment

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
SAFE: Supporting our community										
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	10	±10%	10.2 (15 / 147,134) GREEN	10.2 15/147,134 →	9.6 ↓	The rate of permanent admissions for individuals aged between 18-64 years has missed target slightly but is within tolerance. This performance indicator was particularly stretching as it only allowed for 14 admissions for the year. By year end there had been 15 admissions into long stay care. Increasingly services are managing a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	598.1	±10%	594.5 (271 / 45,582) GREEN	445.4 203/45,582 ↓	606.9 ↑	Performance in this area remains positive and the target for 2015/16 has been met. As with previous years, there is continued pressure for placements in the Borough and work within the service continues to ensure that admissions are timely and appropriate. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 84 years. Performance when compared to Q4 in 14/15 is a slight improvement with 271 admissions in 15/16 compared to 272 in 14/15	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	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	±0%	2,425 (Q3) (5,960 / 245,731) GREEN	2,433 (Q2) 6,003 / 246,731 ↑	2,427 5,965 / 245,731 ↑	This indicator is led by the Clinical Commissioning Group and is split into 4 quarterly targets. Performance in this area has improved from Q2 to Q3. Performance for Q4 is currently unknown due to the delay in reporting, however it is expected to be consistent with Q3.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(C)	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family	Bigger is Better	70%	±10%	33% (4 of 12) RED	33% (4 of 12) →	33% (6 of 17) ↓	Of the 7 children that have had their adoption orders granted this period and the 5 currently placed with their adoptive families awaiting orders, 4 (33.3%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is no change on our Q3 performance, and in line with the 2014/15 year end figure, but significantly below the 2015/16 annual target. It should be noted that last year this measure referred to 16 months rather than 14. Corrective Action: Changes have now been applied to the tracking and monitoring processes which have strengthened oversight mechanisms in this area to ensure that potential delay is anticipated, understood and immediately addressed. The service also continues to ensure that Family Group Conferences are arranged at an early stage in order to speed up timescales, and is working on a regional and pan London basis to ensure that experiences and best practice from other authorities is regularly reviewed and applied within the service. This indicator is also impacted by external factors, most particularly the courts.	Children's Services Reported to Department for Education (DfE)	Children & Learning

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee	
(C)	Reduce violence with injury	Smaller is Better	1,158	±0%	1,821 RED	↓	1,355 ↓	1,639	<p>This target could not be met due to changes in the way the offence is defined and recorded since the targets were set (with no corresponding change in the target), most notably to include domestic violence (DV), including against 16 and 17 year olds.</p> <p>The Metropolitan Police target for Violence with Injury this financial year was to incur no more than a 12.5% increase. Havering saw an increase of 11.1% in the past 12 months.</p> <p>Corrective Action: The HCSP continues to take active steps to reduce incidences of this offence as far as possible, including through the DV Multi-Agency Risk Assessment Conference (MARAC), Safe and Sound Partnership and Serious Group Violence Panel. An increase in gang activity locally has been identified, mainly linked to Romford Town Centre. Action has been taken to ban all gang nominals from licensed premises in Romford and Hornchurch. Where appropriate Criminal Behaviour Orders are used to restrict access to key areas of the Borough and prevent gang associations. A third Safe and Sound Partnership is currently being established to cover other areas of the borough besides Romford and Hornchurch. Increased focus on perpetrators of domestic abuse is being led through the monthly DV MARAC.</p>	Policy and Performance <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
(C)	Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21	Bigger is Better	80%	±10%	58.6% (41 of 70) AMBER	↑	54% (27 of 50)	52.0%	<p>The proportion of young people (19-21) leaving care in education, employment or training (58.6%) is below the 2015/16 target (80%), but an improvement on the previous quarter (54%). It should also be noted that our 2015/16 outturn exceeds the 2014/15 outturns for Havering (52%), England (48%), London (53%), and our statistical neighbours (46.1%). Of the 29 care leavers not in education employment or training (NEET), 10 (14.3%) are due to illness or disability, 8 (11.4%) are due to pregnancy or parenting, and 11 (15.7%) due to other circumstances.</p> <p>Remaining in touch with care leavers is critical to strong performance against this indicator. Regular reporting has been put into place to assist the service with performance around this measure and improvements have been seen in the last month. We continue to work with children in care to raise aspirations and encourage more young people to access higher education.</p>	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
(S)	Percentage of looked after children (LAC) placed in LBH foster care	Bigger is Better	40%	±5%	33.6% (77 of 229) AMBER	→	33.6% (77 of 229)	- NEW	<p>The proportion of looked after children (LAC) in LBH foster care (33.6%) is below target (40%) but has been maintained from Q3. The balance between Independent Fostering Agencies (30.1%) and in-house provision has remained consistent during quarter 4. This is a new corporate indicator for 2015/16, so a long term DOT cannot be provided.</p> <p>This indicator is linked to the number of new in-house foster carers, which has met its target. This in turn will assist with performance for LAC placed in LBH foster care. There is a new panel in place to review young people placed in residential settings, with a view to transferring young people to in-house carers where appropriate.</p>	Children's Services <i>Local performance indicator</i>	Children & Learning

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Repeat Domestic Violence cases going to the MARAC	Smaller is Better	24.5% (in line with national average)	±5%	30.8% RED	↓ 29.2%	↓ 21.3%	<p>Performance is above target (where lower is better). Havering has a higher rate of repeat referrals at 30.8%. However, the recommended target for repeat referrals is 28%-40%. A repeat referral is one that has been referred more than once in a rolling 12 month period.</p> <p>Corrective Action: Repeat referrals in most cases are made in order to prevent escalation of more serious behaviour, such as violence. Better identification of Domestic Violence and improved recording is helping us to identify escalation more effectively, leading to more repeat referrals. Havering also has seen a rise in MARAC to MARAC referrals from other boroughs, where we have repeat victims being moved into the borough from across London and neighbouring police force areas. We take a positive approach to repeat referrals, and will repeat refer when there is escalation, rather than waiting for a more serious repeat incident.</p>	Policy and Performance <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
(C)	Number of physical library visits	Bigger is Better	1,602,271	±10%	1,498,040 GREEN	↑ 1,155,298	↓ 1,668,460	<p>Although below target, performance is within target tolerance. There has been a reduction in events and activities in libraries compared with the same period last year, in preparation for the implementation of the new service delivery model on the 21st March 2016. There has therefore been a reduction in the number of physical visits to libraries compared with the previous year.</p> <p>The target for 2016/17 has been revised in light of the new library opening hours. Whilst there will be a reduction in physical visits, the virtual library will be available 24/7 and will continue to be promoted to customers.</p>	Culture & Leisure <i>Reported to the Chartered Institute of Public Finance & Accountancy</i>	Towns & Communities
(C)	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	6.5%	±10%	4.7% (22 / 467) RED	↓ 5.1% (25 / 493)	↓ 6.8% (31 / 459)	<p>This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently below target in this area and is worse than at the same stage last year. Mental Health Services continue to be committed to the recovery model and work closely with service users to support them to fulfil their potential in accessing employment opportunities.</p> <p>Corrective Action: The NELFT Leadership Team has signed off the plan for Recovery Community, which will help to push clients back into employment. There was a gap between those under primary and secondary care, with the clients in the middle fitting into the Recovery Community.</p>	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63%	±10%	63.5% (322 / 507) GREEN	↑ 47.4% (240 / 506)	↑ 62.7% (319 / 509)	<p>Performance in this area has met target for 15-16; At year end there were 322 service users with a Learning Disability in settled accommodation. This compares well to 319 in 14/15.</p>	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	±10%	86.1% (402 / 467) GREEN	↑ 84.8% (418/493)	↓ 88.2% (405 / 459)	<p>This performance indicator is led by the North East London Foundation Trust (NELFT). Performance did not meet target, but is within the target tolerance, and the outturn has increased since Q3. NELFT continues to work to remove the barriers to mental health service users accessing and remaining in settled accommodation, and coming out of residential settings back into the community.</p>	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of people who return to Adult Social Care 91 days after completing reablement	Smaller is Better	5%	±10%	5.9% (42 / 715) RED	↓ 5.0% (28 / 562)	↓ 4.4% (28 / 640)	<p>This indicator monitors the success of reablement and measures the percentage of service users who return for on-going services after a reablement phase. The year end target was missed, and performance was worse than at the same stage last year. The average age of a service user who uses reablement is 81 years old, however the average age of a service user who returns requiring on-going long term support is 86.</p> <p>Corrective Action: There will be close monitoring of this indicator during 16-17 to identify suitability for reablement.</p>	Adult Social Care <i>Local performance indicator</i>	Individuals

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)		Long Term DOT against 2014/15 (Annual)		Comments	Service	O&S Sub-Committee
(S)	Carers who request information and advice	Bigger is Better	75%	±10%	85.8% GREEN	↓	88.9%	-	NEW	Although the short term direction of travel has reduced, there has been a positive outturn for this indicator with year end target being met. This indicator will change next year as per the Better Care Fund Submission.	Adult Social Care Reported to Department of Health (DH)	Individuals
(S)	Patient/service user experience (managing long term conditions)	Bigger is Better	34%	±10%	33.1% 595 / 1,800 (January 2016) GREEN	→	33.1% 578/1,748 (July 2015)	↑	32.1% 547/1,703 (January 2015)	This indicator is monitored twice a year and is taken from the GP patient survey. Performance remains consistent and will continue to be monitored in 16/17 as part of the Better Care Fund.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(C)	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	6	±10%	3.9 7.5 / 192,716 GREEN	↑	4.2 8.0/192,716	↑	4.5	The overall rate of delayed transfers of care from hospital is better than target and is an improvement when compared with the previous year. 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 to improve discharge processes in the Borough. To date an average of 7.5 patients per month are classed as delayed on the snapshot day.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(C)	Rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	389.1	±10%	438.06 RED	↓	313.56 (Q2)	-	NEW	This indicator is monitored as part of the Better Care Fund submissions. This measure is monitored on a quarterly basis, with 4 targets set throughout the year. Performance for Q4 was worse than target with 848 days delayed for the 3 month period across Health and Social Care. The majority of delays occurred in the Acute Sector with the main responsibility for delay being Health.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	±10%	0.7 (1.4 / 192,716) GREEN	→	0.7 (1.4 / 192,716)	↑	1.1	Performance in this area is better than target and is better than at the same point last year. ASC continues to focus efforts with the JAD team to ensure timely discharges take place for all clients with a social care need. As at quarter 4 there had only been an average of 1.4 delays per month where the responsibility was Adult Social Care across both the acute and non acute sectors. The majority of the delays were in the non-acute sector where 13 of the 17 delays occurred.	Adult Social Care Reported to Department of Health (DH)	Individuals
(S)	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	±10%	70.6% (36 of 51) GREEN	↑	70% (35 of 50)	↓	83% (44 of 53)	At the 31st March 2016, 70.6% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years, which means that we have exceeded our 2015/16 target of 70% (where bigger is better). This also means that we should continue to perform in line with, if not exceed the England average and our statistical neighbours' performance in relation to this PI. One of the reasons for the end of year figure being worse than the previous year is due to a large sibling group of 5 children who have recently hit the 2.5 years trigger, but have not been in the same placements continuously for at least 2 years.	Children's Services Reported to Department for Education (DfE)	Children & Learning
(C)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	5%	±10%	0% (0 of 298) GREEN	→	0% (0 of 211)	↑	4% (7 of 173)	By the end of March, 298 children had come off a CP Plan, none of whom had remained on their Plan for more than 24 months. At this point last year there had been 7 cases lasting over 24 months. The current position compares favourably with the most recently available national data, with our statistical neighbours at 6% and England at 4.5%.	Children's Services Reported to Department for Education (DfE)	Children & Learning
(C)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,150	±10%	5,023 GREEN	↑	5,014	↑	4,725	The client base has not risen as much as in the last few quarters, although it is continuing to rise. The number of installations has continued to be steady however a data cleanse was undertaken during last quarter which resulted in the closure of a number of accounts which decreased the total client number.	Housing Local performance indicator	Towns & Communities
(C)	Number of burglaries reported	Smaller is Better	2,320	±0%	1,855 GREEN	↓	1,387	↑	1,991	This target has been achieved. Havering exceeded the four year 20% reduction target set by the Mayor's Office for Policing and Crime. The final reduction was -36.3% which compares favourably with the average for the East London policing boroughs (-26.6%) and Metropolitan Police force region as a whole (-27.6%). Havering achieved the 7th largest reduction overall of the 32 London boroughs and has improved in its rank of rate of offending. Havering had a rate of 7.5 offences per 1,000 at the end of 2015/16 compared to 11.8 when the target was set, and has moved from the 7th highest borough for burglary down to 14th.	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
(C)	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,377	±0%	4,906 GREEN	↓	3,817	↓	4,833	<p>This target has been achieved.</p> <p>The number of ASB incidents in Havering has reduced substantially since the baseline year of 2012-13, falling from 7,972 to 4,906 in 2015-16 (-38.5% against a target of -20%).</p> <p>The reduction has slowed in the last 12 months, with 2015-16 seeing a small rise in complaints of 1.5%.</p>	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
(C)	Reduce Robbery	Smaller is Better	399	±0%	339 GREEN	↓	243	↓	295	<p>This target has been achieved. Havering exceeded the four year 20% reduction target set by the Mayor's Office for Policing and Crime. The final reduction was -31.9% which was notably below the average for the East London policing boroughs (-36.2%) and the Metropolitan Police force region as a whole (-44.7%).</p> <p>Whilst meeting the four year stretch target, Havering did suffer a 15% increase during the last 12 months, which was also replicated in a number of other outer London boroughs including Barking & Dagenham, Barnet, Enfield, Harrow, Kingston and Richmond. A notable proportion of this increase is known to be a result of migration of 'gang offenders' out of inner London.</p> <p>It should however be noted that the rate of robbery in Havering per 1,000 is 8th lowest of the 32 London borough (1.4 per 1,000 compared to average of 2.5).</p> <p>The offending cohort is being targeted and/or worked with as coordinated through the Serious Group Violence Panel. We do however have a growing cohort.</p>	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
(C)	Percentage of new patients attending sexual health services accepting offer of an HIV test	Bigger is Better	85%	±5%	85.7% GREEN	↓	86.0%	-	NEW	<p>Although performance between quarters 3 and 4 of 2015/16 has decreased very slightly, the target remained exceeded (where bigger is better).</p>	Public Health Local performance indicator	Health
(C)	Number of schools achieving the stated level of healthy schools award	Bigger is Better	65 Registered 25 Bronze 8 Silver 2 Gold	Under performance on more than 1 level of achievement	63 Registered 27 Bronze 7 Silver 1 Gold 1 AMBER	↑	59 Registered 25 Bronze 3 Silver 1 Gold	-	NEW	<p>The number of schools "registered" is slightly below target. "Bronze" is above target. "Silver" is one school below target but two schools have submitted their silver award applications, received feedback, resubmitted, and are awaiting final approval by the Healthy Schools London team. "Gold" is also one school below target and one school is intending to submit early in the summer term.</p> <p>From 1st April 2016, support from the Council to schools to achieve the Healthy Schools London award will become a traded service.</p>	Public Health Registered with Healthy Schools London	Health
(S)	Percentage of women smoking at Time of Delivery	Smaller is Better	10%	±1%	6.7% (Q3 2015/16 time lag) GREEN	↓	5.4% (Q2 2015/16 time lag)	↑	10.6% (Q3 2014/15)	<p>Please note that there is a time lag on this measure. 2015/16 Q3 performance (at 6.7%) represents 55 pregnant women smoking at the time of delivery (SATOD) out of 820 maternities. This represents an improvement on the same time last year (when the figure was 10.6%). The slight rise between Quarters 2 and 3 could be due to the fact that BHRUT has recently installed a new electronic referral system which has been problematic and not fully operational. It is in the process of resolving these issues as referrals are not consistently being received by the stop smoking services.</p>	Public Health Reported to Department for Health (DH) (PHOF)	Health
(C)	Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs	Bigger is Better	80%	±5%	93.1% (27 of 29) GREEN	↑	83.3% (5 of 6)	-	NEW	<p>A pilot took place to monitor the impact of Early Help through the use of a Viewpoint survey. Overall 31 respondents completed the survey and 29 responded to the specific question "Based on the needs/actions in your Early Help Assessment, has the Early Help service made things better, same or worse?" with 27 reporting a positive impact. Two respondents felt that there was no change.</p>	Children's Services Local performance indicator	Children & Learning

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
(C)	Number of people killed or seriously injured on roads	Smaller is Better	48	±10%	67 (2015) RED	-	Annual	↓	46 (2014)	This is an annual measure, measured over a calendar year. During 2015, 8 people were killed and 59 were seriously injured on the borough's roads. This was higher than target (where lower is better) and was also worse than during the previous year. From 2011 to 2014, the figures for Havering were decreasing from our base line (the 2005-2009 average) and, by 2014, had fallen to 46 (a 53% reduction). Although the figure for 2015 increased compared with the previous year, when compared to the baseline figure it represents a 32% reduction. The Department of Transport's target is to achieve a 33% reduction by 2020, whilst Transport for London's target is to achieve a 40% reduction over the same time period. Havering has set itself the more challenging local target of achieving a 50% reduction. However in order to meet these targets, Havering will need to spend more money on casualty reduction.	Streetcare Reported to Department for Transport	Environment
SAFE: Using our influence												
(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	±10%	1.1 (2.1 / 192,716) GREEN	↓	0.9 (1.8/192,716)	↑	2.0	This part of the indicator monitors where the delay is the responsibility of Adult Social Care only or is a shared delay with Health. To date there has been an average of 1.1 delays per month across both the acute and non acute sectors. Performance in this area is well within target and significantly better than at the same point last year with the number of instances of a delayed transfer of care reducing greatly. ASC continues to use its influence to ensure timely discharges take place for all clients with a social care need.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Percentage of referrals to Children's Social Care progressing to assessment	Bigger is Better	90%	±10%	81% GREEN	↑	73%	↓	95%	The proportion of referrals progressing to assessment (81%) is within the target tolerance but lower than the same period last year (95%). Between April 2014 and May 2015 levels had remained above 92% but over the past 10 months numbers have dropped back to an average of 81%. Regular meetings take place between the Multi-Agency Safeguarding Hub (MASH) and Assessment Team ensuring that thresholds are being considered. This has resulted in the Early Help service experiencing increased activity. A review of 'front-door' processes took place in Q3 to ensure the threshold for referral is appropriate which has had a positive impact on this measure.	Children's Service Local performance indicator	Children & Learning
(C)	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20% (equates to 13,343)	±10%	12.0% (7,973) AMBER	↑	10.6% (7,104)	↓	18.7% (12,551)	Q4 cumulative performance (12.0%) is below target (20.0%) and worse than at the same point in the previous year (18.7%), although improvement has been made when compared to Q3 of 2015/16. During the financial year, 7,973 people have received an invite offer to undertake an NHS Health Check; 4,578 fewer than in 2014/15. The level of payment for this activity, although comparable to that paid by other boroughs, is insufficient to motivate GPs to undertake the activity. We provided additional support to GPs to increase activity but it has not led to sustained improvement. We are not in a position to increase the payments to GPs to undertake the work. Therefore we anticipate continued underperformance.	Public Health Local performance indicator (The statutory return to the DH uses less accurate population data)	Health
SAFE: Leading by example												
(S)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	82%	±10%	82.2% (1,678 / 2,041) GREEN	↑	71.4% (1,438 / 2,013)	↑	75.4% (1,536 / 2,036)	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). ASC has achieved target for this indicator and has improved performance when compared to the same point last year. At the end of quarter 4 there were 1,678 service users receiving their long term community care via self-directed support.	Adult Social Care Reported to Department of Health (DH)	Individuals
(S)	Direct payments as a percentage of self-directed support	Bigger is Better	45%	±10%	35.1% (717 / 2,041) RED	↓	36.8% (741/2,013)	↓	36.1% (736/2,036)	Direct Payments (DPs) are one component of the SDS offer. ASC is currently below target for this indicator and performance is worse than at the same point last year. There are 717 currently service users receiving a direct payment. Corrective Action: The working group continues to focus on increasing SDS performance, and also to consider increasing DP take up by service users, where possible. However, in line with the national picture, ASC continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service has in this area	Adult Social Care Reported to Department of Health (DH)	Individuals

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(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%	±10%	5% (20 of 397) GREEN	↑ 6.1% (19 of 313)	↓ 1.6% (4 of 251)	By the end of March, 397 children had become the subject of a new CP Plan, 20 of these children for the second time within two years. At this point last year there were 4 children in this position with 251 new CP Plans having been started. The current position compares favourably with the most recently available national data for this KPI with our statistical neighbours at 13% and England at 15.8%.	Children's Services <i>Local performance indicator</i>	Children & Learning
(C)	Speed of processing new Housing Benefit/Council Tax Support claims	Smaller is Better	20 days	±10%	20.42 days GREEN	↑ 20.98 days	↓ 18.01 days	More new claims were received in 2015/16 (8,125) compared to 2014/15 (7,498) which the service continued to prioritise and performance has come in within acceptable variance levels of the target.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	
(C)	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants	Smaller is Better	12 days	±10%	6.84 days GREEN	↑ 7.55 days	↑ 9.9 days	Performance has significantly exceeded target due to increased automation at certain points during the year. More than 70,000 changes were processed of which nearly 25,000 were manual amendments and 45,000 were system automated to some degree.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
PROUD: Supporting our community										
(C)	Net external funding secured through regeneration initiatives	Bigger is Better	£2,000,000	±10% (£200,000)	£1,828,757 GREEN	↑ £459,950	↓ £5,628,965	The grant agreement for the New Homes Bonus funding (£1.4m) has been signed, bringing performance within the target tolerance. Additional funding from the GLA for Business Support with CEME (£270,000) has been agreed in Q1 2016/17, as well as £1m funding from the GLA for Romford Market. These will be reflected in the Q1 2016/17 figures.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	500	±10%	645 GREEN	↑ 398	- Different measurement to 2014/15	The Evolutive tool, a system that records the Council's relationships with businesses, is making a difference to performance against this PI, with most officers using it and recording their interactions with businesses. Further training on the system will be completed in 2016.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(S)	Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres	Smaller is Better	9.2%	±10%	3.2% GREEN	↑ 3.34%	- NEW	Performance is significantly below target (where lower is better). The vacancy rate in Havering is lower than the national average, particularly in the larger town centres of Romford, Hornchurch, Upminster and Rainham.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	±10%	92.3% (28,045 out of 30,395) GREEN	↑ 92.2% (18,985 out of 20,584)	↑ 86.4% (27,218 out of 31,616)	The year-end outturn of 92.3% of repairs completed on time shows the positive direction of travel on this indicator throughout the year and it has exceeded the 2015/16 annual target of 90%. Improving the methods of customer communication and an improved repairs diagnosis at first point of contact have contributed to 3.9% fewer orders being raised than during 2014/15. This combined with a review of priority orders has enabled the contractor to carry out more repairs within target. Simultaneously, rigorous monitoring of contractor performance resulted in a series of corrective actions that have resulted in a 3% increase in repairs being completed on time when compared to performance in 2014/15. Performance during 2015/16 has illustrated a positive turn around with our repairs service and contractor performance with a 5.9% increase in repairs completed on time when compared to the 2014/15 year-end performance of 86.4%.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Percentage of homes currently decent	Bigger is Better	96.08% (9,342)	±10%	98.19% (9,422 properties decent) GREEN	↑ 97.24% (9,370 properties decent)	- Methodology Changed	Quarter 4 decency is 98.19% with a total number of 9,422 properties currently decent and 174 non decent homes. The results of the recent sample stock condition survey have now been entered into Keystone and the Capital programme will continue to focus on homes which are currently, or will imminently become non-decent, following a "just in time" principle. Keystone calculates the decency figures from January –December each year and does not currently follow the financial year. Keystone will re-populate the decency figures within the next couple of weeks and due to this the non-decency figure may temporarily increase. The Keystone database now contains far more accurate information which allows capital investment to be targeted at those homes which would otherwise change status.	Housing <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Estate inspections achieving target score	Bigger is Better	95%	±10%	96.7% (39,692 / 41,060) GREEN	↑ (33,034 / 34,181)	– NEW	The Quarter 4 2015/16 outturn of 96.7% of estate elements achieving a high standard through estate inspections is above the 95% annual target set. The use of mobile technology for carrying out estate inspections has ensured that the high standards on the estates are maintained, and any low scoring elements are addressed promptly by the team.	Housing Local performance indicator	Towns & Communities
(C)	Average void to re-let times	Smaller is Better	22 days	±10%	11.9 days GREEN	↑	33.4 days	During 2015/16 the Empty Homes and Lettings Team was heavily involved in improving the overall relet times and void processes. This was done through regular Cross Functional Core Group Meetings between Void Management, contractors, Housing Register and Lettings team leaders. A weekly review is carried out of all functions involved in the process against the set targets. This provides management with the opportunity to identify areas where weaknesses can be improved and challenge any performance failures to ensure continuous improvement. The Empty Homes and Lettings Team also operated two pilot schemes to improve the overall relet process. The first scheme introduced a process to reduce the time taken to carry out repairs and maintenance within properties. The second scheme made improvements to the manner in which properties were being marketed. These pilot schemes have proved to be successful and have been adopted as part of the void and lettings process. The success of the process reviews, monitoring and pilot schemes has improved relet times exponentially leading to a 2015/16 year end average of 11.9 days, which is a 64.5% improvement on the 2014/15 average relet time of 33.4 days.	Housing Local performance indicator	Towns & Communities
(C)	Number of potential start-up businesses accessing advice via the Business Start-up Programme	Bigger is Better	25	±10%	44 GREEN	↑	39 – NEW	Performance is significantly above target for this PI. A new start-up programme has been procured for 2016/17 which will deliver further improvements over the next financial year.	Economic Development Local performance indicator	Towns & Communities
(S)	Number of volunteers assisting in the running of library services	Bigger is Better	290	±10%	280 GREEN	–	Annual – NEW	As of 31 March 2016 the Library Service had 280 volunteers, which is 97% of the target. There were a further 28 potential volunteers 'in process', meaning they were waiting for an interview, references, DBS checks or training.	Culture & Leisure Local performance indicator	Towns & Communities
PROUD: Using our influence										
(C)	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	660 AY 2014/15	±10%	710 GREEN	↑	570 ↑ 680	Havering has seen an increase in apprenticeship starts against this time last year and has exceeded the annual target. Apprenticeships have seen a big push from local schools where learners are opting for a more practical route. The local apprenticeship offer also provides flexible entry points for starts.	Learning & Achievement Local performance indicator	Children & Learning
(S)	Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80%	±10%	79% GREEN	→	79% ↑ 76%	Quarter 4 performance is in line with that of quarter 3; an improvement on quarter 4 of 2014/15, and within the target tolerance for 2015/16.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
(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%	±10%	3% GREEN	↑	3.4% ↑ 3.5%	Benchmarking information for March 2016 is not available at the moment, however Havering continues to perform well and has ended the year below our 2015/16 target (where lower is better). 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)	Children & Learning
(S)	Percentage of schools judged to be Good or Outstanding	Bigger is Better	76%	±10%	74% GREEN	↑	73% ↑ 73%	Havering's performance has improved slightly in Q4 compared to both Q3 and Q4 of the previous year. There have been far fewer inspections by Ofsted during 2015/16 compared to the previous year due to a new framework rollout and accompanying training for Her Majesty's Inspectors (HMIs).	Learning & Achievement	Children & Learning
(C)	Number of affordable homes delivered (gross)	Bigger is Better	300	±10%	305 GREEN	–	NOT AVAILABLE ↓ 493	During 2015/16 a total of 305 social, affordable and intermediate homes were delivered within Havering. Of this a total of 284 were developed by housing organisations and 21 new builds delivered by LB Havering.	Housing Local performance indicator	Towns & Communities
PROUD: Leading by example										

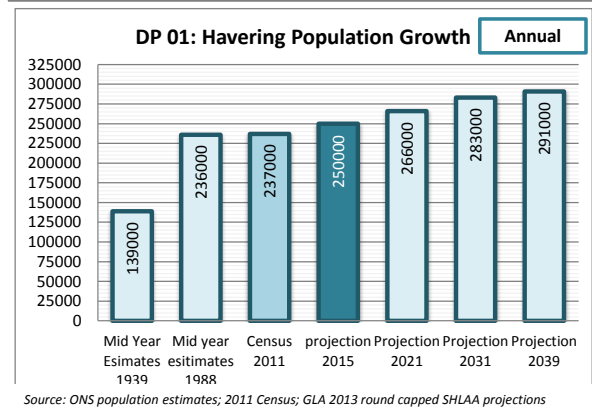
Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Call abandon rates	Smaller is Better	10%	±5%	7.43% (30,702 of 413,156) GREEN	↑ 7.62% (23,506 of 308,296)	↑ 8.67% (37,616 of 433,786)	Telephone continues to be the most preferred method of contact by customers. Services that are fully integrated with technology have been identified and we are implementing an "online only" approach which has reduced call demand across the services where this has been implemented. Demand has slightly reduced whilst performance has continuously improved and is within target.	Customer Services <i>Local performance indicator</i>	
(R)	Sickness absence rate per annum per employee (days)	Smaller is Better	8.5 days	±10%	10.5 days RED	↓ 10.1 days	↓ 10.1 days	The current average sickness absence across the council is 10.5 FTE days per employee. During 2015/16, short term absence averaged 3.6 FTE days per person and long term absence averaged 6.9 FTE days per person. The latest report from the Chartered Institute of Personnel and Development (CIPD) "Absence Management 2015" regarding sickness absence shows that overall absence levels have gone up across both the private and public sectors. Corrective Action: Managers have been working to support their staff during sickness absence by ensuring timely referrals to occupational health, ensuring that first formal and second formal review meetings are conducted in an appropriate and timely manner and that all cases are progressed quickly to a resolution. During the period January to December 2015, 32 people left the council by reason of their sickness absence levels and 17 people have left the council since January 2016 to date. We expect to see absence levels decrease as a consequence.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Corporate Complaints completed within 15 days	Bigger is Better	95%	±10%	92%	↑ 88%	- (10 day target)	Whilst performance is below target it is within the target tolerance and has improved since Quarter 3.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Member/MP Enquiries completed within 15 days	Bigger is Better	95%	±10%	95%	↑ 88%	- (10 day target)	Performance was on target for Quarter 4 (95%) as well as for the year. Performance has also improved since Quarter 3.	Corporate Health <i>Local performance indicator</i>	
(C)	Parking income against budget	Bigger is Better	£4,764,420	±10% (€476,442)	£4,878,306 GREEN	↑ £3,561,952	↑ £3,675,348	Traffic & Parking Control's incoming revenue is primarily derived from five income streams, including Car Parks, Permits, Pay & Display, Parking Meters and Penalty Charge Notices (PCNs). A number of new initiatives designed to improve levels of service income have gone live this year and as a direct result revenue performance has improved, as planned.	Streetcare <i>Local performance indicator</i>	Environment
(S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	96% (€1,655,058)	±10% (€165,506)	97.0% (€1,672,495.90) GREEN	↑ 79.7%	↑ 96.8%	During 2015/16 the Home Ownership team has continually undertaken reviews of its processes and has ensured an effective and robust income recovery, whilst taking into account any new financial challenges with changes to legislation. The team tackled a few contentious cases with absent landlords. Through the use of the Three Sixty Connections Hub, a tenancy audit check system, these landlords were successfully found and outstanding payments were made. Through this consistent monitoring of process, use of tracing systems and the relationship the Home Ownership Team has with its customers, the 2015/16 year-end outturn of 97% has exceeded the annual target of 96%.	Housing <i>Local performance indicator</i>	Towns & Communities

Ref.	Indicator	Value	2015/16 Annual Target	Variable Target Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(S)	Percentage of rent arrears against rent debit	Smaller is Better	2.4% (£1,400,225)	±10% (£140,023)	2.02% (£1,181,160) GREEN	↑ 2.12% (£1,229,743.34)	↑ 2.08%	<p>During 2015/16 the work undertaken by the Income Recovery Team has been closely monitored and reviewed to ensure that any examples of best practice are introduced into our ways of working, as failure to do so could have a detrimental effect on the HRA. There is a robust system in place and a very cohesive team to ensure that the workload is always covered and that activities are monitored closely to ensure that cases are actioned in a timely manner.</p> <p>It is as a direct result of these working practices that the Income Recovery Team is able to continuously improve the rent collection rate and surpass the target for reducing arrears. The Income Team acknowledges that there is always room for improvement and continues to look for new ways of working in order that our collection rate increases and arrears reduce. RentSense was introduced in the middle of February 2016. This is a product which analyses rent payment patterns by utilising algorithms and complex data analytics to analyse past payment history, aggregate trends, highlight risk and provide predictive intelligence. The output of this is streamlined accurate workload, earlier intervention, improved efficiencies, lowered the cost of collection and reduced arrears. The Income Recovery team is beginning to see the benefits of the product reflected in the reduction of the arrears and officers' increased productivity.</p>	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of new in-house foster carers	Bigger is Better	15	±10%	19 GREEN	↑ 12	↑ 12	This year there have been 19 new households registered - which means we have exceeded our target of 15 new foster carers by the end of the year. This is also an improvement on this point last year when there had been 12 new carers approved.	Children's Services <i>Local performance indicator</i>	Children & Learning
(C)	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	±10%	1.0%	↑ 3.1%	↑ 6.0%	Performance is well below target (where lower is better) for this PI.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	±10%	96% (105,557 of 110,142) GREEN	→ 96% (77,636 of 80,718)	↑ 95% (105,139 of 110,133)	<p>Performance this quarter is better than target and slightly better than the same time last year.</p> <p>Some areas within the council are not forwarding on authorised paper invoices in a timely manner. We will now be imposing a penalty of £50 per invoice on departments that fail to do so. This should have the effect of increasing invoice performance as departments seek to avoid incurring such levies. As the council increases the use of i-supplier the volume of paper invoices should decrease.</p>	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Customers Satisfied With the Contact Centre	Bigger is Better	85%	±10%	89.89% (21,589 of 24,018) GREEN	↓ 90.03% (16,888 of 18,758)	↑ 88.27% (17,048 of 19,313)	<p>Performance is above target.</p> <p>Customer Services staff offer the automated survey facility at the end of a call at every opportunity.</p>	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of automated transactions	Bigger is Better	35%	±5%	35.86% (313,620 of 874,574) GREEN	↑ 32.84% (211,990 of 645,621)	↑ 30.32% (213,199 of 703,212)	<p>This is a revised PI for 15/16. However data is available for 14/15 therefore this has been included for comparison.</p> <p>Further online services (Registrars and Council Tax) were introduced in December 2015. Targeted marketing of online services continues to increase automated transactions and to reduce demand for the more costly channels (telephone and face to face). Both volumes and the percentage of automated transactions have increased for each quarter when compared to the previous year.</p>	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of Council Tax collected	Bigger is Better	97%	±5% (£6,300,000)	97% (£126,000,000) GREEN	↑ 86% (£111,600,000)	→ 97% (£120,700,000)	<p>2015/16 is the first year that approximately 9,000 taxpayers claiming council tax support were asked to pay 15% towards the council tax. These changes to the benefit scheme increased the overall council tax to be collected by more than £1.2m from low income households. However, with additional planning and use of resources during the year, actual performance was able to meet target.</p>	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)		Long Term DOT against 2014/15 (Annual)		Comments	Service	O&S Sub-Committee
(C)	Percentage of National Non-Domestic Rates (NNDR) collected	Bigger is Better	98%	±5% (£3,754,779)	98.53% (£75,861,868) GREEN	↑	91% (£69,731,616)	↑	97% (£74,809,999)	Performance is above target and better than the outturn figure for 2014/15.	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	

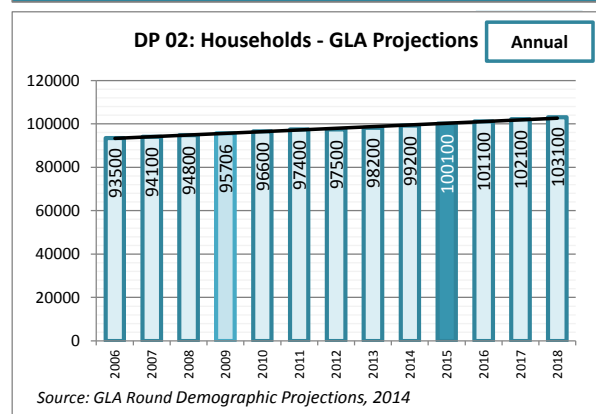
Appendix 2: Quarter 4 2015/16 Demand Pressure Dashboard

POPULATION



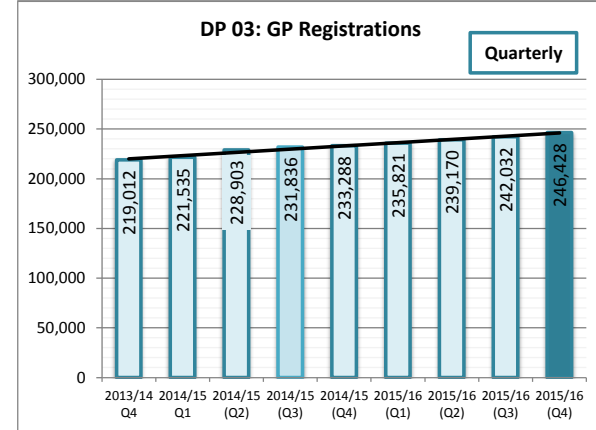
The ONS population estimates, the 2011 Census and GLA 2013 round capped SHLAA Projections show that Havering's population has seen the second largest proportional increase in London from 1939-2015 (80%). Hillingdon has the highest (82%) and Bromley saw the third highest proportional increase in London (35%).
* Figures rounded to nearest 100

POPULATION



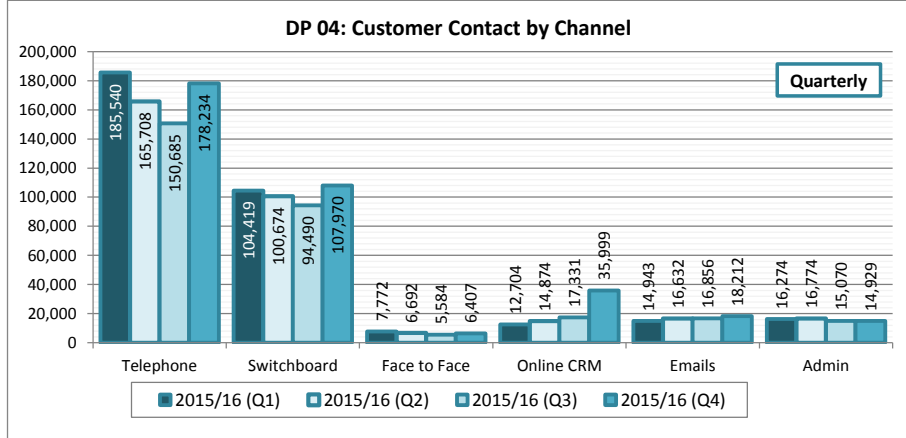
Using GLA estimates of the total number of households by borough, 1991-2041, the number of households in Havering has grown by 6,600 households (as at 2015) and is projected to grow by a further 3,000 households by 2018.
* Figures rounded to nearest 100

POPULATION



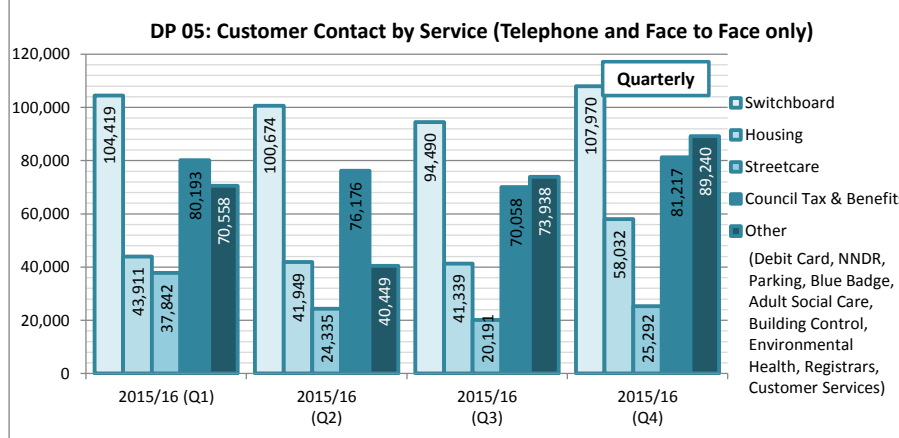
Q4 data shows Havering's GP registrations are continuing to increase each quarter, with 4,396 additional registrations between Q3 2015/16 and Q4 2015/16.

CUSTOMER SERVICES



Online volumes continue to increase each quarter and saw a particular increase in Q4. The introduction and promotion of further services online is planned. This will assist us to reduce telephone contact which continues to be the preferred method of contact by customers. We are refining email as a channel and where applicable transferring the more common queries to online structured web forms for many services.

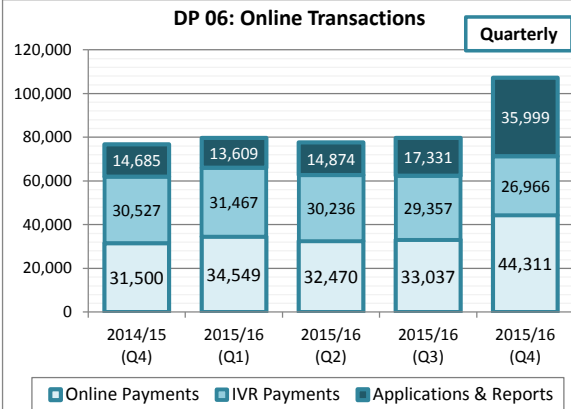
CUSTOMER SERVICES



Council Tax, Benefits, StreetCare and Housing are the real pressures on service delivery due to demand levels and complexity. Services that are fully integrated with technology have been identified and we have begun to implement an online approach to move demand to the most cost effective channels.

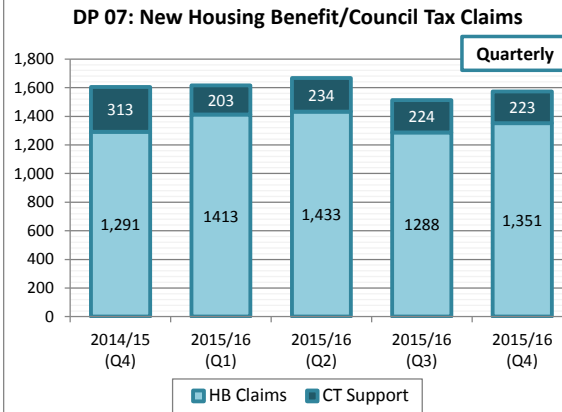
Footnote: Admin relates to a variety of work including processing Blue Badge applications, actioning online forms where the service is not integrated with back office systems, cheque processing, etc

CUSTOMER SERVICES



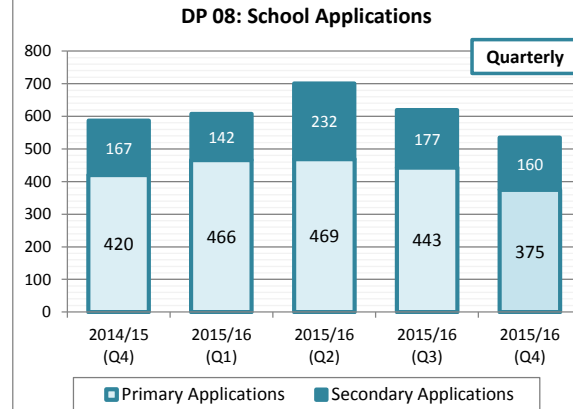
Promising channel shift to online services compared to 14/15, particularly during Q4. An 'online only' approach was implemented in many StreetCare, Registrars and Revenue services during Q3. The high volume of Green Waste renewals being completed via the web has increased the number of online transactions still further.

HOUSING BENEFIT



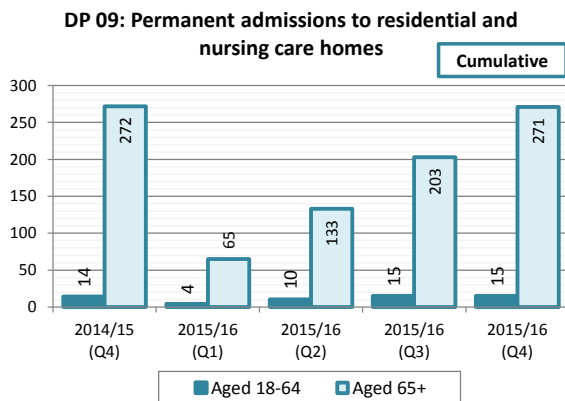
The total number of applications in Q4 has reduced slightly compared to the same time last year, however the number of claims in payment is higher. This indicates the service is targeted correctly towards those residents in financial need. The Universal Credit rollout will not significantly affect numbers of claims during 2016/17.

SCHOOL APPLICATIONS



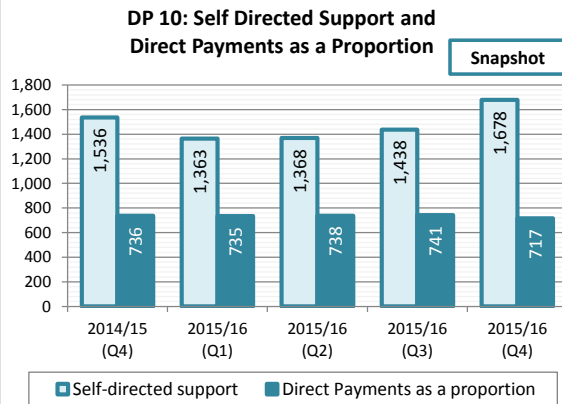
School applications have decreased by 52 applications since the same period last year (Q4 2014/15). The biggest reduction is seen within primary applications.

ADULT SOCIAL CARE



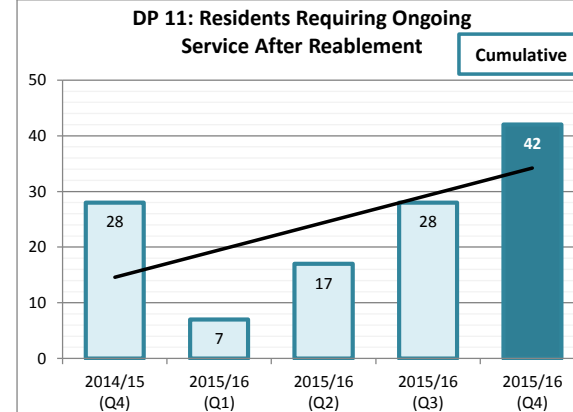
Demand for residents aged 18-64 has increased by just one person (7.1%) for Q4 of 2015/16 compared to the previous year, and reduced by one person (0.4%) for residents aged 65+. The number of admissions for each age group has remained reasonably consistent in each quarter of the financial year.

ADULT SOCIAL CARE

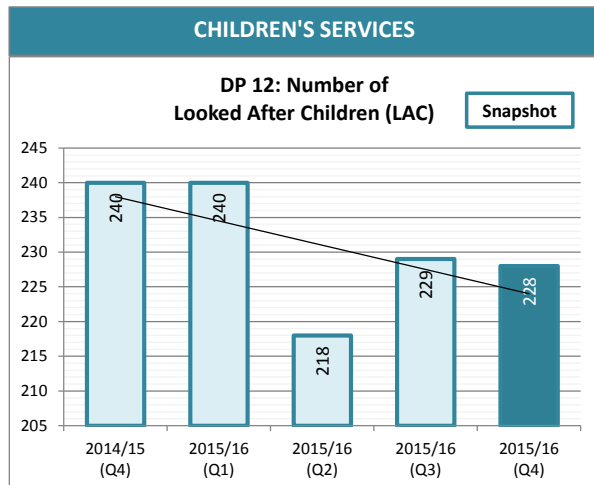


Self-directed support has increased slightly (by 9.2%) since Q4 of 2014/15 (from 1,536 to 1,678) and has risen in each quarter of the financial year too. Take up of direct payments has fallen in Q4 from Q3 and is now also lower than at the end of year 2014/15 (2.6% reduction).

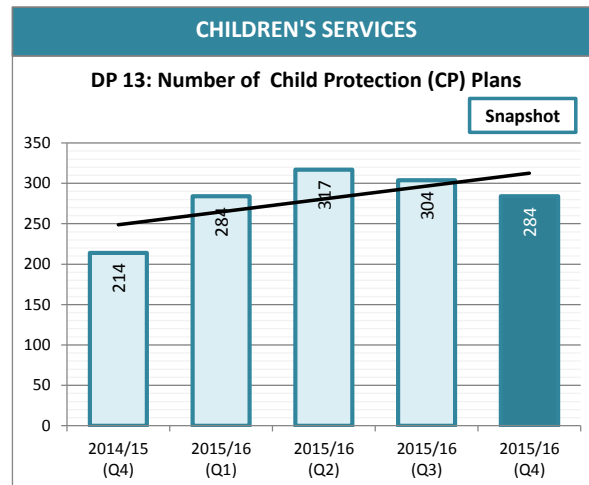
ADULT SOCIAL CARE



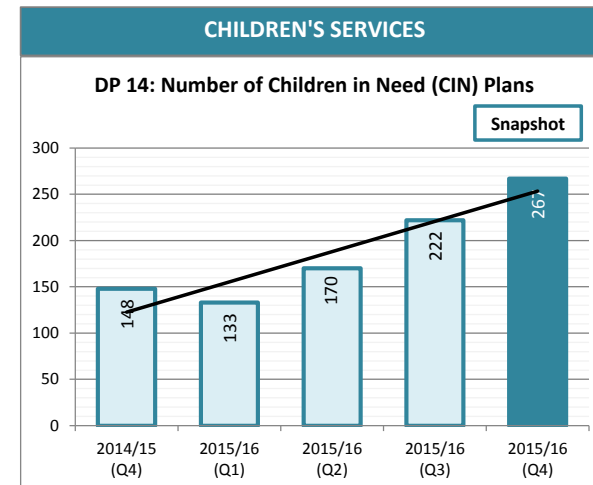
This is a local indicator and is reported cumulatively. Demand has increased from 28 to 42 (a 50% rise) when compared to Q4 of last year. The demand increase from Q3 to Q4 2015/16 (14) is slightly more than the demand increase from Q2 to Q3 2015/16 (11).



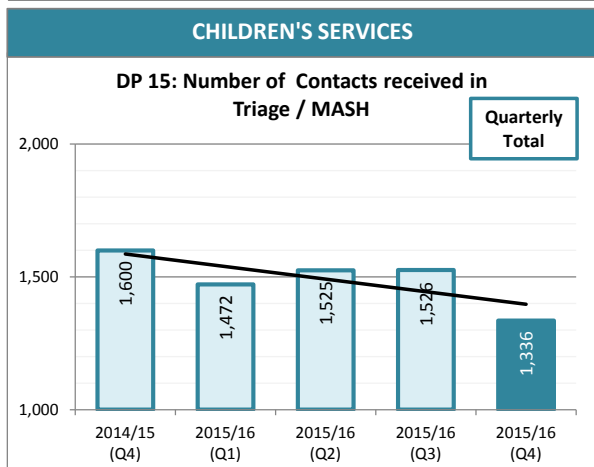
The number of looked after children has decreased when compared to Q4 of the previous year.



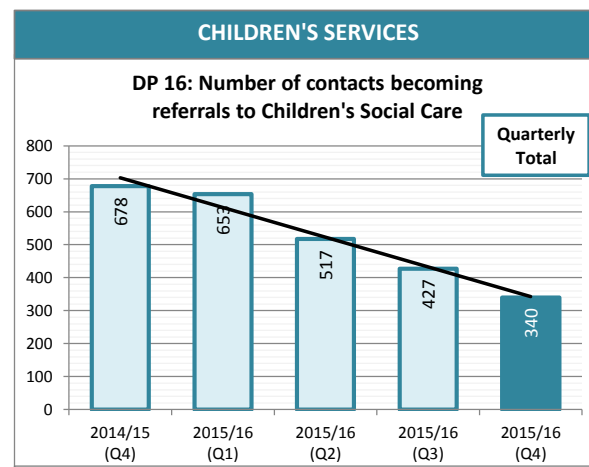
The number of CP cases (284) had been reducing since Q2, although remains 32.7% higher than that of the previous year.



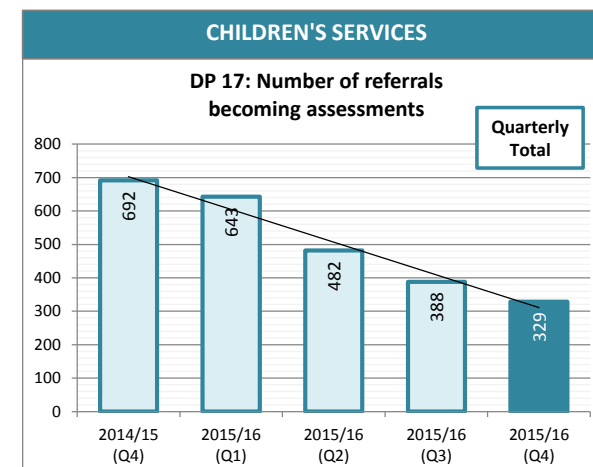
We have seen a continued increase in the number of CIN plans throughout the year, including as CP Plans step down. An 80.4% increase in activity is seen when comparing Q4 2015/16 to Q4 2014/15.



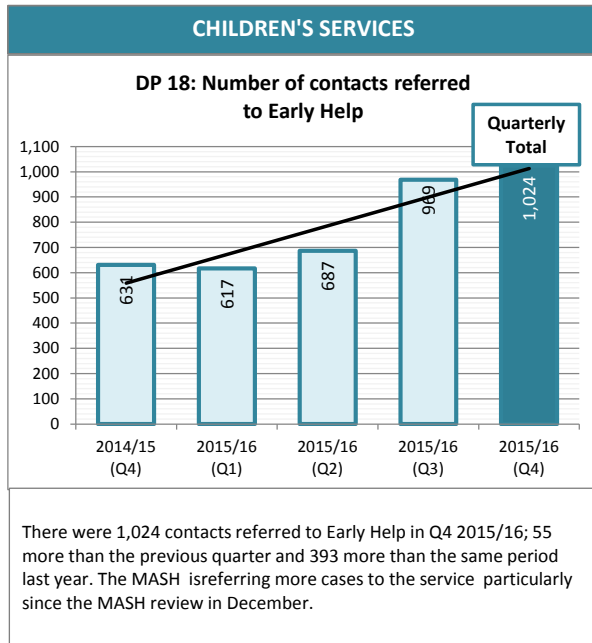
There were 1,336 contacts received in Triage / MASH in Q4 2015/16; a decrease of 190 (12.5%) on the previous quarter. This is an overall decrease of 264 (16.5%) on the same period last year (Q4 2014/15).



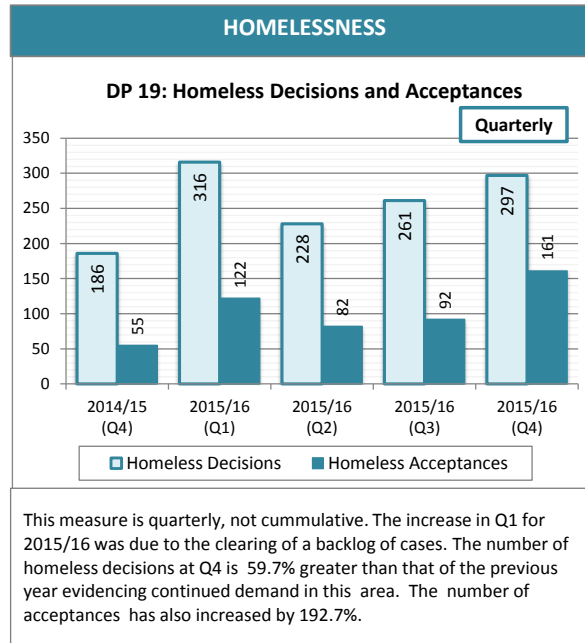
There were 340 contacts that became referrals in Q4 2015/16; a decrease of 87 on the previous quarter. The figure has fallen in each quarter as more cases are progressed to Early Help (see DP18) as opposed to statutory interventions. A review of the MASH service in late Q3 has also helped to reduce this figure.



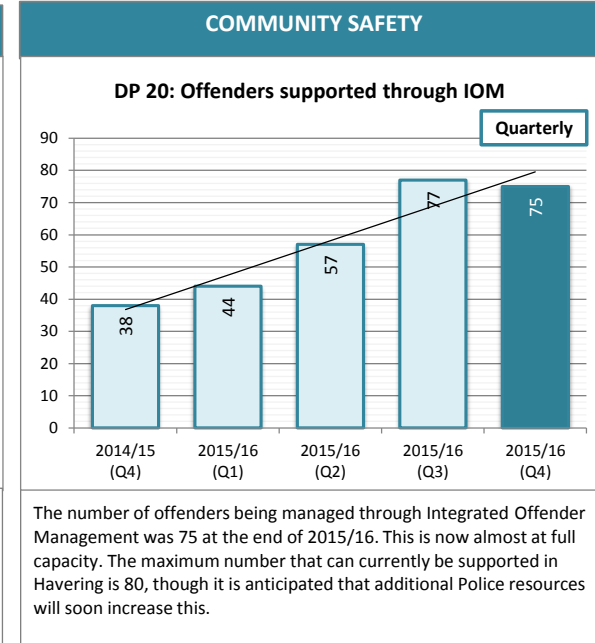
There were 329 referrals that became assessments in Q4 of 2015/16; a decrease of 59 on the previous quarter. This is also 52.5% below performance for Q4 of the previous year.



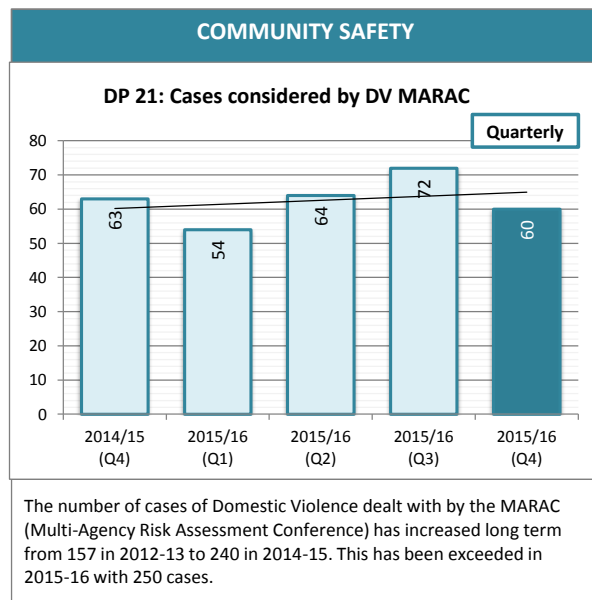
There were 1,024 contacts referred to Early Help in Q4 2015/16; 55 more than the previous quarter and 393 more than the same period last year. The MASH is referring more cases to the service particularly since the MASH review in December.



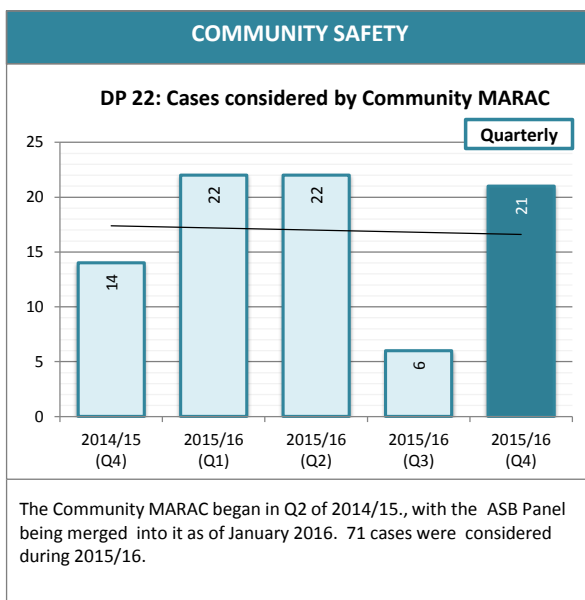
This measure is quarterly, not cumulative. The increase in Q1 for 2015/16 was due to the clearing of a backlog of cases. The number of homeless decisions at Q4 is 59.7% greater than that of the previous year evidencing continued demand in this area. The number of acceptances has also increased by 192.7%.



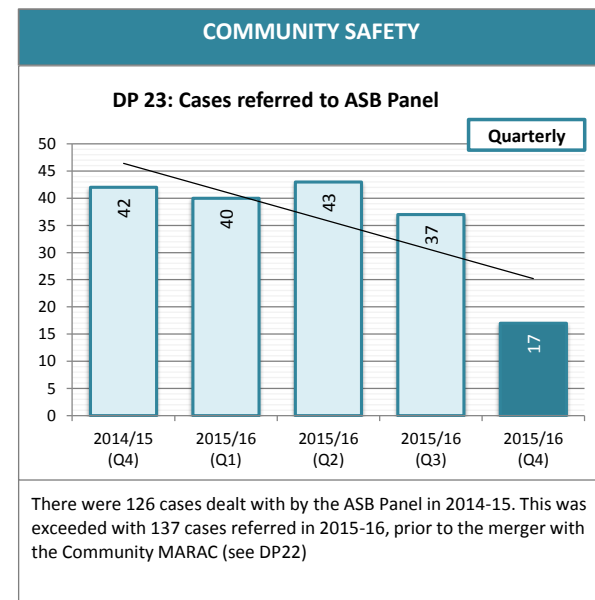
The number of offenders being managed through Integrated Offender Management was 75 at the end of 2015/16. This is now almost at full capacity. The maximum number that can currently be supported in Havering is 80, though it is anticipated that additional Police resources will soon increase this.



The number of cases of Domestic Violence dealt with by the MARAC (Multi-Agency Risk Assessment Conference) has increased long term from 157 in 2012-13 to 240 in 2014-15. This has been exceeded in 2015-16 with 250 cases.



The Community MARAC began in Q2 of 2014/15., with the ASB Panel being merged into it as of January 2016. 71 cases were considered during 2015/16.



There were 126 cases dealt with by the ASB Panel in 2014-15. This was exceeded with 137 cases referred in 2015-16, prior to the merger with the Community MARAC (see DP22)

OVERVIEW AND SCRUTINY BOARD

Subject Heading:	Voluntary Sector Strategy Action Plan – End of Year 1 Review
CMT Lead:	Sarah Homer (Interim Chief Operating Officer)
Report Author and contact details:	Jerry Haley, Senior Community Safety and Development Officer Jerry.haley@havering.gov.uk 01708 434370
Policy context:	This report supports the corporate objective that our residents will be proud to live in Havering.

SUMMARY

The report is the end of Year 1 review of the Voluntary Sector Strategy and action plan. It was agreed by Cabinet in June 2015 that the strategy and action plan would be reviewed by the Overview and Scrutiny Board on an annual basis. The report sets out the main achievements to date and those actions where further work is still needed.

RECOMMENDATIONS

That Members of the Overview and Scrutiny Board:

1. Note progress made to date in delivering the Voluntary Sector Strategy and action plan, and
2. Endorse the refreshed Voluntary Sector Strategy and action plan for 2016/17

REPORT DETAIL

1. Background

In June 2015, the Cabinet approved the Council's Voluntary Sector Strategy 2015-18 and an Action Plan for the first year of the strategy. It was agreed that the Strategy would be refreshed annually and that an annual report would be presented to the Overview and Scrutiny Board setting out the progress made in delivering the action plan.

This report highlights key achievements from 2015-16. A full summary of completed actions is attached at **Appendix 1**. Any actions not completed during Year 1 of the Strategy have been carried over into the 2016/17 action plan.

2. Key Achievements in delivering the Voluntary Sector Strategy and Action Plan 2015/16

2.1. Voluntary and Community Sector Review

The MTFs savings agreed by the Cabinet in September 2014 included a proposal to reduce the Council's spend within the Voluntary and Community Sector (VCS) by £1.1 million, to be achieved from 1st April 2016 ongoing.

In 2015, the Council conducted a full review of all funding provided to the Voluntary and Community Sector in Havering. At the Cabinet meeting in January 2016, "in principle" decisions were taken regarding the first £866,001 savings towards the £1.1m target, with authority being delegated to the then Deputy Chief Executives to sign off the final decisions.

The Corporate Management Team (CMT) agreed that, in order to meet the residual £233,999 savings, each Head of Service should be allocated an individual target, proportional to the overall level of spend in the voluntary and community sector that their service area currently accounts for.

Putting both the decisions in January and these residual targets together, the targets to be achieved by each service area are as follows:

	2016/17	2017/18	TOTAL
Adult Social Care	£500,000	-	£500,000
Children's Services	£182,750	£93,600	£276,350
Learning & Achievement	£36,120	£120,998	£157,118
Policy & Performance	£98,188	£60,840	£159,028
Culture & Leisure	£1,165	£2,340	£3,505

Economic Development	£4,000	0	£4,000
TOTAL	£822,223	£277,778	£1,100,001

Confidence in achieving these targets was assessed at the last Voluntary Sector Review Steering Group. At present, it is anticipated that the full level of savings will be delivered.

2.2. Joint working arrangements between the Council and the sector

The revised Havering Compact was launched on 18th November 2015. The Compact identifies that improved support and capacity building is required for small/medium sized organisations to enable them to participate in collaborative work and in tender/funding opportunities more effectively. This has been progressed through the provision of procurement training and networking opportunities, and monthly VCS Adults Commissioning Provider Forum meetings. There were four Voluntary and Community Sector Co-Production forums (or innovation forums). This included Disability/Condition Specific, Carers, Social Isolation and Peer Support, Respite and Day Opportunities. Over 100 attendees attended the four forums from 30+ organisations. Further training will be delivered in 2016-17.

The Havering Compact Steering Group has also been established to continue to work with partners across Havering to address future training needs and develop partnership working.

A Havering Compact e-bulletin has been introduced to regularly email information updates to the Voluntary and Community Sector, promoting external funding opportunities, training and support services. Over 800 groups now receive these emailed newsletters

A Havering Compact agreement and Terms of Reference have been developed. Discussions are now underway to improve awareness of Council procurement opportunities

The establishment of a Special Purpose Vehicle (SPV) (a consortium with a robust governance structure) is being explored with participation from a number of agencies. An initial Special Purpose Vehicle workshop took place on 5 July 2016. Nine organisations attended this event with a further three expressing an interest but unable to attend. The feedback from this workshop has been mostly positive from both the local authority and the voluntary and community sector. The next steps regarding this proposed initiative is final sign off from the Tapestry Board Meeting (Tapestry are leading on this) on 22nd August to establish a subsidiary to run the SPV. Organisations that are keen to take it forward will be then met informally to scope a model that is applicable for Havering.

The Council has recently agreed a new Procurement Strategy, invested in an electronic tendering system (capitalEsourcing) and offered training to the VCS

to better understand what the Council is looking for and the basics of tendering for Council contracts. There were three procurement workshops in all and 26 people attended from eleven organisations.

Adult Social Care is planning on offering another two tendering workshops aimed specifically at the VCS, in conjunction with Strategic Procurement, because of the forthcoming tendering of several contracts delivering services across the Carers and preventative agendas.

Adult Social Care is working with the VCS to co-produce service specifications for these services prior to tendering.

2.3. Improving communications and access to information

The Community Development Team's role descriptions have been refreshed and renewed as part of the restructure of the Policy and Performance service moving the emphasis from 'engagement' to 'development'.

The Community Safety and Development service has provided improved access to information for the voluntary and community sector via a number of dedicated electronic newsletters. A dedicated email address, vcs@haverling.gov.uk, has been established and widely publicised and a dedicated phone line is currently being established to the Community Development Team. A Voluntary and Community Sector web section has been created for the LBH website following consultation in September with various VCS organisations/groups. The new web section can be viewed at <https://www.haverling.gov.uk/Pages/Category/Voluntary-Sector.aspx>

Adult Social Care, Children's Social Services and Children & Disabilities Services have all been trying to work more proactively with the VCS (following the review of all VCS contracts), in addition to the work of the Community Development Team, hosting a number of regular targeted provider forums to maintain improved communication. Anecdotal feedback is suggesting the sector appreciates the improved two way communications, and many commissioned and new organisations are signed up to, and regularly using, the Care Network portal developed by Adult Social Care.

2.4. Commissioning Processes and Market Positioning

At the time of writing, a Joint Commissioning Unit to join up commissioning functions across Children's Services, Adult Social Care and Public Health is due to be launched in July 2016.

To ensure a consistent approach to commissioning across the Council and to enable opportunities for innovation and co-production within the VCS, a joint set of commissioning principles has been developed. These principles have been reviewed by the Corporate Leadership Team (CLT) and their relevance has

been acknowledged. Further work will be undertaken to develop cross cutting commissioning strategies. This will be integrated with the developing Joint Commissioning Unit in 2016/17.

A revised Procurement Strategy was presented to Cabinet in March 2016 and the document agreed.

A Market Position Statement was formally launched at the end September 2015 by Adult Social Care and a number of market shaping workshops have been delivered to the VCS. These groups now have an improved awareness of local demands and gaps in current service provision, and are therefore better able to respond to fill these gaps. These meetings were well attended with 20 to 30 representatives from the Voluntary and Community Sector.

Adult Social Care Commissioning is also engaging with the ACO discussions and proposals for a VCS able to respond to the needs of residents across Havering, Barking and Dagenham and Redbridge, with two ACO VCS workshops having taken place to date.

Work has also started to develop a consistent, appropriate and outcome focussed approach to monitoring VCS grants and contracts.

2.5 Re-commission voluntary sector infrastructure support

Following the decision of HAVCO to wind up its activities, this action was reviewed in consultation with the Corporate Management Team and it was decided not to re-commission external infrastructure support services. Instead, additional staff resources were built into the internal Community Development Team as part of the Policy and Performance restructure, and this additional capacity has been used in particular to support the development of the new Volunteer Centre, Compact Steering Group, and to develop an annual 'Health Check' process for the local voluntary and community groups. Training for the voluntary and community sector was also developed and the following training was delivered:

- Crowd Funding workshops were delivered in June 2015 - 19 attended from 15 organisations.
- Business Continuity Workshops in July 2015 – 10 people attended from 7 organisations
- 3 x Procurement Workshops delivered between February and April 2016 attended (26 attendees – See above)

As stated above, the service launched a revised Voluntary and Community Sector web section on the Council's website in September 2015 offering governance, fundraising and training information and guidance.

2.6 Havering Volunteer Centre

Following the closure of the HAVCO volunteer centre in September 2015, a decision was made to establish Havering Volunteer Centre. A non-key executive decision was signed by the then Deputy Chief Executive to grant fund the new organisation for three years at the value of £168,816 (the same level of funding that had already been committed to the HAVCO volunteer centre). The Community Development Team has worked closely with the manager and trustees of the newly formed organisation. The Havering Volunteer Centre (HVC) is situated at Community Reach House, 32-34 The High Street, Romford. Although the organisation has been working with local volunteers since January 2016, the official launch took place in June 2016.

External funding of over £5900 has been secured from Awards for All for IT & office tools/stationary etc. HVC has also secured additional money through rental/hiring of office space. Once the organisation has been formally established for one year they will be able to seek additional external funding.

3. Refresh of the Voluntary Sector Strategy and Action Plan 2016/17

As agreed by the Cabinet in June 2015, the Voluntary Sector Strategy and action plan have undergone an annual review and refresh to reflect the progress made to date and to capture emerging priorities. The refreshed Strategy and action plan for 2016/17 are attached at **Appendix 2**.

IMPLICATIONS AND RISKS

Financial implications and risks:

The MTFs savings agreed by the Cabinet in September 2014 included a proposal to reduce the Council's spend within the voluntary and community sector (VCS) by £1.1 million, to be achieved from 1 April 2016 on-going. Failure of services to achieve these savings would impact on the Council's financial strategy, however colleagues have confirmed that they remain on target to deliver these savings.

Three year grant funding of £56,272 per year was signed off as a non – key executive decision in November 2015 for the Havering Volunteer Centre. Funding is provided from the Policy and Performance service core budget within existing resources.

The Community Development service will support the Havering Volunteer Centre to bid for external grant funding, with the aim of making the organisation more sustainable and less reliant on Council Grant funding

Legal implications and risks:

There is no statutory duty to fund a volunteer centre in Havering. However the council has the power to do so. Otherwise there are no apparent legal implications in noting the content of the report.”

Human Resources implications and risks:

There are no HR implications arising directly from this report

Equalities implications and risks:

A full equalities impact assessment was conducted when the three year strategy was developed.

BACKGROUND PAPERS

Voluntary Sector Strategy, Action Plan and EIA 2015-18

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Voluntary Sector Strategy

2015 - 2018



Havering
LONDON BOROUGH



Document Control

Document details

Name	Voluntary Sector Strategy
Version number	V.05
Status	draft
Author	Jerry Haley , Senior Community Safety and Development Officer
Lead officer	Phillipa Brent-Isherwood, Head of Policy and Performance
Approved by	Cabinet
Review date	July 2017

Supersedes	V04
Target audience	Voluntary and Community Sector stakeholders, Council officers and Members
Related to	Council's Corporate Plan Havering Compact Demand Management Strategy Library Strategy Draft Volunteering Strategy

Version history

Version	Status	Date	Dissemination/Change
V3	Draft	1/06/2016	Amendments from previous financial year.



V4	Draft	14/06/2016	VS Group Amendments
V5	Draft	30/06/2016	Head of Service Amendments
V6	Final Draft	19/07/2016	Final Head of Service Amendments

Approval history

Version	Status	Date	Approved by
			<i>Add name of approving body e.g. Cabinet</i>

Equality Impact Assessment record

Date	Completed by	Review date
30 th July 2015	Savinder Bhamra Interim Corporate Policy & Diversity Officer	June 2016
1 st July 2016	Savinder Bhamra Corporate Policy & Diversity Officer	July 2017



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Vision, Objectives & Aims	Page 9
Approach and Consultation	Page 12
Action Plan	Page 13



Foreword

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 and increased demand on public services.

This Voluntary Sector Strategy was developed in 2015 following an extensive consultation process with a wide range of stakeholders.

We recognise that the Council and the Voluntary Sector together continue to face many challenges and opportunities ahead, and that we can best face these by working collaboratively in a strong partnership. As ever, the national landscape is subject to change, although austerity is likely to continue, there needs to be an increased appetite for a one Council approach.

Across the Borough, we recognise that significant change is happening in terms of our demographic profile, demand for services and the rising number of people living and moving to Havering. We know that around 10,000 new homes will be built and Cross Rail is arriving. The impact on our communities will be significant and therefore the work across communities and sectors 'shaping our Place' is very important.

The voluntary sector is critical to this work – both in terms of innovation around local service delivery and also better understanding our communities.

During the first year of the strategy we have shown our commitment to work with the sector to re-launch the Compact, and its associated codes, and recognise that this will be a great opportunity for the sector to be more engaged with us moving forward.

We have also launched a Havering Volunteer Centre which will support the development of volunteer opportunities within the Borough to meet the growing demand from local communities and organisations.

As the lead Member on the Cabinet for the voluntary sector, I'm particularly keen for the Council to continue to work in partnership with the sector, both on a national and local level, 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.

Councillor Melvin Wallace - *Cabinet Member for Culture and Community Engagement*



Executive Summary

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

We want to continue to work more effectively with the sector to deliver the best outcomes for residents including value for money at a time of limited resources. In order to achieve this vision 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 assist local people to take the lead on improving their local areas through voluntary action.

To improve local voluntary sector capacity to deliver innovative and quality local services, which best meet people's needs.

Local authorities are strategic leaders in place-shaping, responding to residents' ambitions and aspirations and working with partners to deliver relevant services.

It links deliverables to the corporate plan, the health and wellbeing strategy, the demand management strategy and our integrated health and social care vision. It also sets out 4 additional objectives to be achieved which are:

- Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people
- 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
- There will be infrastructure support for the sector that is fit for purpose, which will be provided by the internal Community Development Team,
- 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 deliver these outcomes.



Purpose and Scope

Purpose

The purpose of the strategy is to set out how the Council will help to ensure that the voluntary sector has the capacity 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 that benefit our communities.

A more holistic relationship needs to exist between all partners and the community, based on clear priorities and outcomes that improve people's lives. 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 and early intervention.

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

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 relationships or contractual relationships the Council has in place with the private sector.



Vision, Objectives & Aims

Vision

The Council’s vision is to ensure that communities are resilient and supported by an effective, sustainable and innovative voluntary and community sector (VCS). We want the VCS to thrive and its contributions as a strategic partner to be recognised and valued for the benefits they bring both socially and economically to the borough.

Strategic Aims

We want to work more effectively with the sector to deliver the best outcomes including best value for money at a time of limited resources. 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)

Below we set out how we hope to achieve the objectives above. The outcomes demonstrated below will be achieved through the updated action plan that is attached to this document.

Objectives

Objectives	Anticipated Outcomes
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 to deliver earlier intervention and support. This will reduce demand on more specialised services and enable individuals and families to be more resilient and independent.
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	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 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



	<p>volunteers play a more significant role. For example, the Library Strategy 2015-17 proposes a 'partnership' Library Service based on a '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.</p>
<p>There will be infrastructure support for the sector that is fit for purpose. which will be provided by the internal Community Development Team.</p>	<p>Infrastructure refers to the support available to the voluntary and community sector to help it achieve its aims. This infrastructure going forward will be delivered by the internal Community Development Team. The internal team will provide advice on a range of issues for organisations including training, interpreting the impact of policy changes, advising on funding opportunities, and provide guidance towards building an organisation's capacity. The Community Development Team will also assist the VCS to thrive in a new era of outcomes based commissioning, which will require significant adaptation by some groups and organisations. Support will be there to assist the VCS to exploit new technologies and reach new clients and volunteers, find innovative new ways of fundraising and to continue to build support within local communities. 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.</p>
<p>The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes</p>	<p>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 developing a simpler, 'one council' approach to investing in the VCS and wanting to help and 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. 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 instilling a greater sense of community ownership of local issues.</p>



Links to the Corporate Plan and other strategies

The Voluntary Sector Strategy works within the Council's Corporate Plan 2016-17 which aims to make Havering a 'Safer, Cleaner and Prouder' place to live and work. Under the three strands of the Corporate Plan, the voluntary sector strategy sits within the 'Proud' strand. This strategy and the VCS will help to "*Promote Havering as a destination of choice for residents, businesses and visitors*". It will achieve this by encouraging residents to play an active part in their communities through volunteering.

It is recognised that some voluntary sector organisations play a vital role in the local health and social care economy, working closely with hospitals, GPs and with some of the most vulnerable people within the borough offering services that seek to identify and address health and social, care needs at an early stage and within the community. Therefore 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 and control over their care 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.

The use of voluntary organisations will also be vital to managing the demand going on a range of statutory services forward. The council's Demand Management Strategy reflects the desire to co-produce with the VCS to develop a coherent and shared vision for services going forward.

There is a need to shift expenditure from more expensive long term services towards early help, intervention and preventative services. This besides being cost effective will also achieve better outcomes for residents and communities. The emphasis in the Demand Management Strategy is a move away from a more traditional service model to a radically different, outcomes focussed and innovative target operating model which will undergo a cultural shift in our thinking. This gives the opportunity for us to work with local communities from an asset basis as opposed to a deficit model building on the many and varied skills that exist with local communities and residents.

These increasing demands, described above, in conjunction with increasing economic pressures on all sectors, highlight the need to look towards strengthening community resources and developing local communities developing local communities to provide an element of the support they themselves need.



Approach & Consultation

Consultation

Consultation on the strategy took place between October 2014 and January 2015. It comprised of workshops, focus groups and 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 was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector which are reflected in the action plan. There are however, a number of ideas for action that are supported by a wide range of groups. Equally, organisations see potential for real improvements in relationships between the Council and the sector 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.

Timescales

The Havering Voluntary Sector Strategy 2015 – 2018 is set to be delivered over a 3 year period. The action plan and strategy will be reviewed and refreshed where necessary every year, in order to keep up with the changing needs and nature of the VCS in the borough.

Monitoring

The progress of this strategy will be monitored through the action plan. This will be done through the Voluntary Sector Steering Group. This group meets monthly and consists of representatives from relevant LBH departments. The Voluntary Sector Steering Group will also present six monthly progress reports to the Council's Overview and Scrutiny Board.

Equality Impact Assessment

During the development of this strategy the adverse and positive impacts on equalities have been widely considered. These perspectives have been incorporated into the action plan and associated EIA. The action plan is a live document, meaning there will be ample opportunity to review progress from an equalities perspective.

Voluntary Sector Strategy Action Plan – 2016-17

Objective 1	Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people
Objective 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
Objective 3	There will be infrastructure support for the sector that is fit for purpose which will be provided by the internal Community Development Team
Objective 4	The Council’s financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
1	Strengthening joint working arrangements between the Council and the sector	Support the review of the Compact & 4 Codes of Good Practice	<ul style="list-style-type: none"> • Continue to support the development of the Compact for Havering & 4 Codes of Good Practice reviewed and revised • Support Tapestry and the wider Compact group to develop and implement a Special Purpose Vehicle to submit collaborative bids for funding and contracts • Consultation carried out with voluntary sector forums and provider forums regarding the Compact and Special Purpose Vehicles. • Compact embedded in working practices • Support the sector to embrace outcomes based commissioning, through training and development 	March 2017	Kim Vasa (Community Development Officer)	1

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Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
Page 60			<p>programmes</p> <ul style="list-style-type: none"> • Help the VCS to exploit new technologies and reach new client groups by building their awareness of such technologies • Bi-annually Compact workshops to be held for staff, Members and Public Sector organisations in order to raise awareness and increase compliance. • Develop and embed a new model of community development that builds community capacity and resilience and actively assists in managing demands on Council services 	September 2016	<p>Kim Vasa (Community Development Officer)</p> <p>Diane Egan (Community Safety and Development Manager)</p>	
	2	Improving communications and access to information	<p>Implement the Community Safety & Development Team as the main point of contact for the voluntary sector and as the VCS lead within the Council.</p> <p>Improved access to information by the voluntary and community sector via the Intranet/ internet,</p>	<ul style="list-style-type: none"> • Regular information regarding the latest funding, training information inputted to web section on all areas of the external internet site. • ASC to establish web based Care Network to include VCS sector • Information to be provided in alternative formats if required/requested • Implementation of actions from the Voluntary Sector Health Check. 	<p>On-going</p> <p>June 2016 and on-going</p> <p>September 2016 and on-going</p>	<p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Jess Finnin (Community Development Officer)</p>

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		regular email communications and following up on information received in the Health Check.				
		Review and improve communication and links between Council departments to understand shared priorities and approaches and ensure a joined up approach to VCS stakeholders	<ul style="list-style-type: none"> Links established between Community Development Team and ASC Commissioning Communications Officer Establish joint working with Housing Community Engagement team 	<p>June 2016 and on-going</p> <p>July 2016</p>	<p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Jess Finnin (Community Development Officer)</p> <p>John Green (Acting Manager of the Joint Commissioning Unit)</p> <p>Keith Brown (Housing Engagement Manager)</p>	3
		Establish 3 Community	<ul style="list-style-type: none"> 3 Community Hubs in place 	March 2018	John Green (Acting	4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		Hubs across the borough along with outreach points	<ul style="list-style-type: none"> “Hub and spoke” model of information and advice implemented across the borough 		Manager of the Joint Commissioning Unit)	
3	Increasing volunteering	<p>Establish and publicise a volunteers@havering.gov.uk email address as a first point of contact relating to volunteering opportunities within the Council</p> <p>Compile a list of volunteering opportunities across Council departments, with role profiles</p> <p>Encourage the public to play their part in keeping Havering clean and encourage</p>	<ul style="list-style-type: none"> 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 Development of a Volunteering Toolkit for Council Services. Engage 250+ volunteers in community clean up schemes Provide editorial coverage on a quarterly basis in <i>Living Magazine</i>, <i>At the Heart</i> and <i>Sheltered Times</i>, publicising volunteering opportunities 	<p>October 2016</p> <p>March 2017</p>	<p>Kim Smith (Community Development Officer)</p> <p>Kim Smith (Community Development Officer)</p>	3

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
Page 63	Increasing volunteering	<p>community responsibility by organising and assisting with community clean up campaigns</p> <p>Actively promote volunteering opportunities within Council services and recruit volunteers to positions</p> <p>Use Council events to promote volunteering opportunities within the Council and to recruit new volunteers. This schedule to be developed with Havering Communications events schedule.</p> <p>Encourage staff to volunteer in their local community in their own time, e.g. governor positions at</p>	<p>within the borough</p> <p>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</p>			

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
Page 64	Increasing volunteering	local schools				
		Develop a volunteering strategy for the borough in partnership with the Volunteer Centre	<ul style="list-style-type: none"> New Strategy to be finalised and approved by Cabinet 	November 2016	Jerry Haley (Senior Community Development and Safety Officer)	3
		Continue to fund the Havering Volunteer Centre to promote and support volunteering in Havering	<ul style="list-style-type: none"> Quarterly contract monitoring meetings held Total number of new volunteer registrations (Year 2 Target 400) (Year 3 Target 600) Total number of registered volunteers signposted to registered opportunities (Year 2 Target 700) (Year 3 Target 1500) Number of 1:1 brokerage meetings (Year 2 Target 300) (Year 3 Target 500) Number of volunteer follow up reviews (Year 2 Target 300) (Year 3 Target 500) 	April 2016 and on-going	Kim Smith (Community Development Officer)	2, 3,4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
Page 65		Provide a befriending service for tenants To contract monitor service delivery with the Tapestry	Befrienders provided for 100 tenants	March 2017	Tapestry (commissioned by Housing Services)	4
		Commission My Health Matters Programme (2 years contract 2015-17)	<ul style="list-style-type: none"> 200 Health Champions trained each year. 	March 2017	Tapestry (commissioned by Public Health)	3,4
4	Demand Management	Develop a Business Intelligence Strategy to underpin evidence-based commissioning and decision-making.	<ul style="list-style-type: none"> Data / information used more effectively to support decision-making and commissioning New Business Intelligence Strategy signed off by Cabinet Bridge the gap between analysts and commissioners by using the centralised point of data for consistent representation of communities, their issues and needs. 	September 2017	Kayleigh Pardoe (Policy and Performance Business Partner – Communities and Resources)	4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
Page 66	Demand Management	<p>Agree a set of common commissioning principles across the Council</p> <p>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.</p>	<ul style="list-style-type: none"> • 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 • Review our approach to monitoring VCS grants and contracts awarded by the Council 	<p>On going</p> <p>March 2017</p>	<p>Hassan Iqbal (Strategic Procurement Business Partner)</p> <p>John Green (Acting Manager of the Joint Commissioning Unit)</p>	4

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
Page 67		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	<ul style="list-style-type: none"> VCS & Business Network established 	March 2017	Rebecca Davey (Business Development Manager)	4
	Demand Management	Supporting the VCS to develop shared skills/assets/training/other sharing arrangements	<ul style="list-style-type: none"> VCS Partnership sharing scheme developed VCS Partnership sharing scheme launched 	December 2016 January 2017	Kim Smith (Community Development Officer)	2

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
	Demand Management	Ensure that the Voluntary Sector Strategy implementation work aligns fully with the Demand Management Strategy and its implementation	<ul style="list-style-type: none"> • Effective, joined approach to demand management implemented • Capacity built within the voluntary and community sector to support the Council's demand management work 	June 2016 and on-going	Jerry Haley (Senior Community Safety & Development Officer)	1,2,3,4
Page 68	Demand Management	In the context of scarce resources work with national and local agencies to manage demand as the Council moves towards self sufficiency	<ul style="list-style-type: none"> • Working alongside the corporate programme, understanding the demand drivers and ensuring the engagement of the VCS in the design of future service models • Joining up and sharing of resources with partners and communities (E.g. SPVs) • Commissioning on behalf of residents 	September 2016 and on going	Jerry Haley (Senior Community Safety & Development Officer)	1,2,,3,4
5	Developing new models of service delivery	Establish a partnership with the VCS to deliver youth services within Havering	<ul style="list-style-type: none"> • New service goes live 	April 2017	Simon Parkinson (Head of Cultural and Leisure Services)	1,3
		Organise and facilitate Innovation Forums with providers (including within the VCS)	<ul style="list-style-type: none"> • 2 Innovation Forums to be held. These are Voluntary and Community Sector Co-Production forums (or innovation forums). These include Disability/Condition Specific, Carers, Social Isolation and Peer Support, Respite and Day Opportunities. 	March 2016	John Green (Head of Commissioning)	2,3

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Timescales	Lead Officer(s)	Objective
		Use LEP funding to provide business incubator space to support Start Up Social Enterprises	<ul style="list-style-type: none"> Number of Start Up Social Enterprises supported 	March 2017	Rebecca Davey (Business Development Manager)	4
6	Access to learning and development opportunities	Increased access to learning and development opportunities by the voluntary and community sector	<ul style="list-style-type: none"> Council training and development opportunities to be offered to the sector Involvement of partners across the council and other agencies. 	March 2017	Diane Egan (Community Safety & Development Manager) Jerry Haley (Senior Community Safety & Development Officer) Stewart Aldersley (HR / OD)	2,3

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Voluntary Sector Strategy Action Plan End of Year (2015/16) Completed Actions

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

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Status	Lead Officer(s)	Summary
1	Joint working arrangements between the Council and the sector Outcome 2	Establishment of a fully functioning Compact	<ul style="list-style-type: none"> • Consultation carried out with voluntary sector forums and provider forums • New Compact finalised in light of consultation feedback and re-launched • Organisations made aware and buy in received from the Council and Voluntary and Community organisations • Web pages established (hosted by LBH) • Programme of meetings established for the COMPACT Steering Group (meet every six weeks) 	<p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p>	Lead Officer – Kim Vasa (Community Development Officer)	<ul style="list-style-type: none"> • Revised COMPACT was launched on 18th November 2015 with full sign up by all partners: LBH, Metropolitan Police, London Fire Brigade, CCG, Tapestry and Volunteer Centre. • Support/capacity building required for small/medium sized organisations to enable participation in collaborative work and to participate in tender/funding opportunities effectively has been established • Regular email information updates for VCS promoting external funding opportunities, training and support services, good news stories of joint working/funding bids to share across the sector. • Compact agreement and terms of reference are on LBH webpages • Dialogue underway to improve the procurement process for LBH to encourage quality and timely VCS collaborative bids. • Compact Chair established links with CCG VCS Forum. • Compact represented at Accountable Care Organisation (ACO) discussions and Carer Providers Forum. • Special Purpose Vehicle/Consortium with robust governance structure under development. Networking event held 29/02/2016 to discuss collaborative working. 9 organisations attended a follow-up SPV workshop that took place on 5/07/2016. Tapestry have a final meeting with trustees on August 22nd 2016 to establish the subsidiary to run the SPV.
2	Improving communications and access to information Outcomes 1, 2 & 4	<p>Implement the Community Safety & Development Team as the main point of contact for the voluntary sector and as the VCS lead within the Council (including email and dedicated phone line)</p> <p>Refocus the work of the Community Engagement Team on community development and delivery of the Voluntary Sector Strategy and action plan.</p>	<ul style="list-style-type: none"> • A vcs@havering.gov.uk email address established and accessible to all team members resulting in • Improved access to information by the voluntary and community sector (E.g. There is increased take up of the Active Living Newsletter and a COMPACT newsletter has been established) • Community Development Team role descriptions refreshed and renewed as part of the restructure of the Policy and Performance service 	<p>COMPLETED</p> <p>COMPLETED</p> <p>COMPLETED</p>	<p>Pippa Brent-Isherwood (Head of Policy and Performance)</p> <p>Diane Egan (Community Safety & Development Manager)</p> <p>Jerry Haley (Senior Community</p>	<p>Community Development job profiles have been reviewed and refreshed as part of the restructure of the Policy and Performance service. Restructure in place and commenced in December 2015.</p> <p>Emphasis is now very much placed on Community Development (developing the community to take responsibility) rather than just to engage and consult.</p> <p>Web section in place, promoted to the VCS & updated on a weekly basis or as required.</p> <p>The VCS email is publicised through newsletters which are received by 800+ organisations.</p>

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Status	Lead Officer(s)	Summary
					Safety & Development Officer)	
		Establish 3 Community Hubs across the borough along with outreach points	<ul style="list-style-type: none"> 3 Community Hubs in place (likely to change) “Hub and spoke” model of information and advice implemented across the borough 	COMPLETED	John Green (Strategic Commissioning Manager)	<p>After consultation it was decided to start with one hub and build an outreach model. This is based now at Holgate House in Romford.</p> <p>An outreach service from MyPlace, Harold Hill has been established along with the base at Holgate House, Romford and a number of outreach surgeries. Further work is being carried out to update and improve the CarePoint web portal.</p>
		Develop an area on the Council’s website specifically targeted at the VCS <ul style="list-style-type: none"> Identify ICT lead Incorporate links to the Community Engagement Team webpages, 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) 	<ul style="list-style-type: none"> A new single, online point of reference available to the VCS. Website actively promoted VCS consulted with to ensure it meets their requirements and is amended as necessary 	COMPLETED	Diane Egan (Community Safety & Development Manager) Jerry Haley (Senior Community Safety & Development Officer) Brian Taylor (ICT Programme Manager) Russell Napier (Web Content Author)	Voluntary & Community web section created for the LBH website, https://www.havering.gov.uk/Pages/Category/Voluntary-Sector.aspx . Consultation took place in September with various VCS organisations/groups. Content agreed. Web section is ‘live’ and promoted to the sector through newsletters which are received by 800+ organisations.
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	COMPLETED (More workshops to be arranged for 2016 / 17)	John Green (Strategic Commissioning Manager)	<p>Market Position Statement launched at the end of September. 30+ groups attended a number of sessions</p> <p>As I said in my last feedback – How are we planning to support these groups going forward to plug the gaps identified?</p> <p>The Council has recently agreed a new Procurement Strategy, invested in an electronic tendering system (capitalEsourcing) and offered training to the VCS to better understand what the Council is looking for and the basics of tendering for Council contracts.</p> <p>Adult Social Care is planning on offering another two tendering workshops aimed specifically at the VCS, in conjunction with Strategic Procurement, because of the forthcoming tendering of several contracts delivering services across the Carers and preventative agendas.</p> <p>Adult Social Care is working with the VCS to co-produce service specifications for these services prior to tendering.</p>

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Status	Lead Officer(s)	Summary
		<p>Agree a set of common commissioning principles across the Council</p> <p>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.</p>	<ul style="list-style-type: none"> 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 	<p>COMPLETED</p> <p>Common principles agreed by officers May 2015</p> <p>Framework agreed by Cabinet December 2015</p>	<p>Hassan Iqbal (Strategic Procurement Business Partner)</p> <p>John Green (Strategic Commissioning Manager)</p>	<p>This was presented to and endorsed by CLT on 29th September 2015. Relevance acknowledged but work to develop cross cutting commissioning strategies needs to be integrated with the developing Joint Commissioning Unit for the Children, Adults and Housing services and will be taken on by that Unit. This will be a further action in the action plan for 2016 / 17.</p> <p>Procurement Strategy was presented to Cabinet in March 2016 and the document agreed. This document can be found on the Intranet.</p>
5	<p>Market Positioning</p> <p>Outcomes 2 & 4</p>	<p>Review and update the Market Position Statement for Adult Social Care</p>	<ul style="list-style-type: none"> Report is updated on a quarterly basis 	COMPLETED	John Green (Strategic Commissioning Manager)	<p>Market Position Statement was formally launched end September 2015 and is available by clicking this link Market Position Statement .</p>
		<p>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</p>	<ul style="list-style-type: none"> VCS & Business Network established 	COMPLETED	Rebecca Davey (Business Development Manager)	<p>An SME Business & Workforce Development Planning project for 15 employers whom are from the VCS was launched in October</p>
6.	<p>Re-commission voluntary sector infrastructure support</p> <p>Outcome 3</p>	<p>Re-commission voluntary sector infrastructure support for the borough, to take account of the recommendations in <i>Change for Good</i> and to focus upon:</p> <ul style="list-style-type: none"> Information sharing Policy engagement and managing change Volunteering Capacity building to increase sustainability / resilience / capacity for innovation and co-production Governance and compliance Fundraising and income generation including social investment, crowdfunding and pro bono support Development of suitable and comprehensive training programme for VCS organisations Financial and organisational management and development 	<ul style="list-style-type: none"> New service in place, responding to identified needs 	COMPLETED	Pippa Brent Isherwood (Head of Policy & Performance)	<p>Following the decision of HAVCO to wind up its activities, this action was reviewed in consultation with the Corporate Management Team and it was decided not to re-commission external infrastructure support services.</p> <p>Instead, additional human resources were built into the internal Community Development Team as part of the Policy and Performance restructure, and this additional capacity has been used particularly to support the development of the new Volunteer Centre and Compact Steering Group, and to develop an annual ' Health check' process for the local voluntary and community groups.</p> <p>Training for the voluntary and community sector was developed:</p> <p>3 x Procurement Workshops delivered Feb – April 2016 20 delegates from 6 organisations attended.</p> <p>A Voluntary & Community Sector web section was created on the LBH website in September 2015 offering governance, fundraising and training information and guidance.</p> <p>Training to be more structured and programmed and will be included in the 2016 / 17 action plan.</p>

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Status	Lead Officer(s)	Summary
7	Voluntary sector funding Outcomes 1, 2 & 4	Promote and encourage the use of Crowdfunding sites <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	COMPLETED	Diane Egan (Community Safety & Development Manager) Jerry Haley (Senior Community Safety & Development Officer)	Crowdfunding Workshop held on 8 th June, 29 people booked – 19 attended
		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> £45k target savings achieved in 2015/2016 Further £1.1m target savings achieved in 2016/2017 	COMPLETED	Pippa Brent Isherwood (Head of Policy & Performance) Barbara Nicholls (Head of Adult Social Care and Commissioning)	Cabinet has since agreed to spread the 2016/17 savings over a two year period. Target savings for 2015/16 have been delivered and services remain on track to deliver residual savings. Organisations currently receiving core funding were all served notice pending the outcomes of the review. 1 to 1 meetings were held. Adult Social Care's review of commissioned services is ongoing and on target to deliver the target savings.
8	Developing new models of service delivery Outcome 2	Organise and facilitate Innovation Forums with providers (including within the VCS)	2 Innovation Forums to be held	COMPLETED	John Green (Strategic Commissioning Manager)	Forums were held in October 2015 and April 2016. There were 4 Voluntary and Community Sector Co-Production forums (or innovation forums). This included Disability/Condition Specific, Carers, Social Isolation and Peer Support, Respite and Day Opportunities. Over 100 attendees attended the four forums from 30+ organisations.
		Supporting the sector to develop business continuity plans / business plans / funding strategies etc.	<ul style="list-style-type: none"> Increased resilience and sustainability within the VCS groups Minimum of 2 VCS Business Continuity Workshops to be held 2015 /16 	COMPLETED	Diane Egan (Community Safety & Development Manager) Jerry Haley (Senior Community Safety & Development Officer) Alan Clarke (Emergency Planning & Business Continuity Manager)	2 Business Continuity Workshops were held on 8 th July – 8 people attended

Ref	Action Area	Action(s)	Key Milestones / Performance Targets / Critical Success Factors	Status	Lead Officer(s)	Summary
		<p>Consultation to be undertaken with the sector about their desire to purchase services through One Source or other traded Council services</p> <p>Dependent on the outcome of the consultation, develop a package of support services that VCS organisations are able to procure through One Source / LBH</p> <p>Relevant business support activities offered to the voluntary sector</p>	<ul style="list-style-type: none"> Package of support services available to the VCS to procure (if desired) 	COMPLETED	<p>Diane Egan (Community Safety & Development Manager)</p> <p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Rebecca Davey (Business Development Manager)</p>	Consultation has been completed but revealed no appetite within the sector to progress this.
		Ensure that the Voluntary Sector Strategy implementation work aligns fully with the Demand Management Strategy and its implementation	<ul style="list-style-type: none"> Effective, joined approach to demand management implemented Capacity built within the voluntary and community sector to support the Council's demand management work 	COMPLETED	<p>Diane Egan (Community Safety & Development Manager)</p> <p>Jerry Haley (Senior Community Safety & Development Officer)</p> <p>Donna Simeon (Transformation Programme Manager – Children, Adults and Housing)</p> <p>Cheryl Curling (Head of Communications)</p>	The two strategies align with and cross-reference to one another. The new Demand Management Strategy was adopted by the Cabinet in November 2015.
		Recruit more Volunteers to support the running of the Council's libraries service	<ul style="list-style-type: none"> 312 volunteers recruited to help run the library service Various training opportunities and job roles promoted as part of this scheme 	COMPLETED	Jenny Isaac (Libraries)	Work mainstreamed through library services
		Continue to fund the volunteer centre to promote and support volunteering in Havering	<ul style="list-style-type: none"> Premises secured for the volunteer centre Volunteer centre launched as a central hub regarding volunteering 	COMPLETED	Kim Smith (Community Development Officer)	Monitoring regarding the volunteer centre continues
		Policies and procedures to be put in place to support the community rights provision	<ul style="list-style-type: none"> Procedures put in place regarding Assets of Community Value 	COMPLETED	Jerry Haley (Senior Community Safety and Development Officer)	Further work to be continued regarding other provisions such as the Community Right To Challenge

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Leader’s Briefing

27 April 2016

Subject Heading:

Cabinet Member:

CMT Lead:

Report Author and contact details:

Policy context:

Financial summary:

Is this a Key Decision?

Is this a Strategic Decision?

When should this matter be reviewed?

Reviewing OSC:

ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE – WASTE MINIMISATION TOPIC GROUP REPORT
Cllr Robert Benham, Cabinet Member for Environment

Andrew Blake-Herbert
Deputy Chief Executive, Communities and Resources

Wendy Gough
Committee Officer
Tel: 01708 432441
Wendy.gough@onesource.co.uk

Waste Minimisation in Havering

There are none associated with this report.

No

No

March 2017

Environment

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

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

SUMMARY

The attached report contains the findings and recommendations that had emerged after the Topic Group scrutinised the subject selected by the Sub-Committee in June 2015.

The environmental, equalities & social inclusion, financial, legal and HR implications and risks are addressed within the Topic Group's report.

RECOMMENDATIONS

That Cabinet:

1. **Note** the report of the topic group.
2. **Agree** to the launch of the "low-cost" advertising and information campaign.
3. **Authorise** officers to seek external funding to assist with the advertising and information campaign.

REPORT DETAIL

Introduction

1. The attached report identifies the current waste collection contract, how waste tonnages could be reduced therefore mitigating future increases in the levy, and investigates the alternative solutions available to minimise waste in Havering and its impacts.
2. During the review, the Topic Group noted the general view of waste in the borough together with information from the East London Waste Authority on how minimisation could be achieved
3. The report explored different solutions in achieving waste minimisation together with the costs involved. The report identifies recommendations that the service could implement in order to minimise waste and ensure the residents of Havering are aware of the cost implications.

REASONS AND OPTIONS

Reasons and Options

Reasons for the Decision

Under the Local Government and Public Involvement in Health Act 2007, s. 122, Cabinet is required to consider and respond to a report of an Overview and Scrutiny Committee within two months of its agreement by that Committee or at the earliest available opportunity. In this case, Cabinet is required to do this at its meeting on 13 April 2016. Cabinet is also required to give reasons for its decisions in relating to the report, particularly in instances where it decides not to adopt one or more of the recommendations contained within the report.

Alternative Options Considered

There are no alternative options.

IMPLICATIONS AND RISKS

Financial Implications and Risks:

The proposed advertising and information campaign will be delivered at an estimated cost of £1,275 per quarter which equates to £5,100 per annum.

External funding is being sought. If this is not forthcoming, the additional cost will be met from reprioritising existing Streetcare resources.

The impact of the campaign is uncertain, however it could contribute to a change in behaviour that results in less waste and reduced disposal costs.

Legal Implications and Risks:

Under the constitution Executive procedure rule 6 the Cabinet must consider a report from an overview and scrutiny committee within 2 months of the committee referring the matter to cabinet.

Details of the contract are contained in the body of the report which also flagged up the relevant risks.

Human Resources Implications and Risks:

There are no Human Resources implications arising directly from this report and any workload associated with implementing the recommendations can be contained within current resources.

Equalities and Social Inclusion Implications and Risks:

There are no Equality implications arising directly from this report.

BACKGROUND PAPERS

None



**REPORT OF THE
ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE
WASTE MINIMISATION TOPIC GROUP**

1.0 BACKGROUND

- 1.1 At its meeting on 18 June 2015, the Environment Overview and Scrutiny Sub-Committee agreed to establish a topic group to scrutinise waste minimisation in the borough by understanding the current waste collection contract and by investigating any alternative solutions that would lead to the minimisation of waste in the borough.
- 1.2 The following Members formed the topic group at its outset: Councillors Barbara Matthews (Chairman), Patricia Rumble, Carol Smith and Steven Kelly.
- 1.3 The topic group met on three occasions, so that all aspects of the waste contract and possible alternative solution could be scrutinised. The Topic Group has now reached its findings and conclusions which are detailed in this report

2.0 SCOPE OF THE REVIEW

- 2.1 To understand the current waste collection contract.
- 2.2 How to reduce the tonnage collected, therefore mitigating future increases in the levy which have traditionally been between £0.5 and £1 million per year.
- 2.3 Understand the alternative solution for minimising waste and their impacts.

3.0 FINDINGS

- 3.1 The group wished to understand and gather information on the general view of waste in the borough together with any ideas from the East London Waste Authority (ELWA) on how minimisation could be achieved. It was noted that ELWA was made up of four boroughs, Havering, Barking and Dagenham, Redbridge and Newham. ELWA produced a total tonnage of 440,829 tonnes of waste a year. This had reduced from 555,000 tonnes in 2002/3. However the group felt that this could be reduced further. The group was informed that Havering contributed 108,491 tonnes of municipal waste in 2014/15.
- 3.2 It was noted that Havering had to pay for every tonne of waste that went over the weighbridge at Shanks who managed the waste disposal contract on behalf of ELWA, therefore although Members noted further work could be done encouraging residents to recycle more, recycling would not save the

Council any significant amount of money. It is only total waste prevention that could save total tonnage and money.

- 3.3 The group agreed that the diversion of waste from landfill was very good with diversion rates of approximately 75% and noted that this diversion was a combination of recycling and waste which had been processed in the Biomrf to produce Refuse Derived Fuel. The Biomrf process also generated a compostable type material which it was hoped could be used as such in the future and also diverted from landfill.
- 3.4 The group noted that Havering had comparatively low bulky waste tonnage. This was attributed to the number of good charity shops who would collect unwanted furniture and that the borough had a charging scheme for the collection of bulky waste. The main issue was the total tonnage of household waste as there was no restriction on the amount of waste each household could leave out. It was agreed that a more targeted approach was needed in pockets of the borough to try to work with residents to reduce the amount of waste that was produced.
- 3.5 Officers provided a breakdown of the contents of black sacks across the different households within the Borough, discovered through composition studies. It was noted that on average 1.75 orange sacks (recycling) were set out per household, with the largest amount presented in areas categorised as affluent (ACORN 1) and the lowest in areas categorised as financially stretched (ACORN 4). On average 2.2 black sacks were set out by each household. It was explained that on average 43% of black sacks by weight was food waste, with up to 47% in the more affluent parts of the Borough.
- 3.6 The national picture for food waste showed that on average 60% was “avoidable” (slices of bread, apples and yoghurt), 17% was “possibly avoidable” (bread crusts, potato skins) and 23% was “unavoidable” (tea bags, banana skins and bones). It was explained that there was a top ten of avoidable foods that were thrown away. The types of food were:
- Bread
 - Fresh potatoes
 - Milk
 - Meals (home-made and pre-prepared)
 - Carbonated soft drink
 - Fruit juice and smoothies
 - Poultry meat
 - Pork meat
 - Cakes
 - Processed potatoes (e.g. chips).

- 3.7 Officers explained that by weight the largest contributions of avoidable food waste was fresh veg and salad (19%), Drinks (17%), Bakery (11%), Home-made and pre-prepared meals (10%) and Dairy and eggs (10%). The main reasons given for throwing food away was that it was not used in time (either gone off or past the date on the packaging) which accounted for just under 50%, or that it had been cooked, prepared or served too much, which accounted for 31%. The group were shocked by the percentage of drinks, which should have been poured away and the containers recycled.
- 3.8 The “Love Food Hate Waste” (LFHW) campaign had been used in the Borough to help educate residents on how to prevent food waste. However the group agreed that this was an area that still needed attention given the amount left in the waste stream, and with the right education this could reduce the tonnage as well as the impact on the environment and health issues.
- 3.9 In a London-wide survey it was explained that most people said that they threw away either “none” or “hardly any” food, however it was necessary to break these perceptions as well as teaching residents the Love Food Hate Waste Principles. These were Storage, Planning, Portions and Leftovers. Studies had shown that the majority of households overcooked portions of pasta and rice, which could be used to make another meal, rather than just being put in the waste.
- 3.10 The group agreed that a borough campaign should be run where residents were educated about how to reduce the amount of food that they wasted. It was important that this put the emphasis on how much each householder contributed to the waste stream, how this can be reduced as well as the rising costs of waste disposal and how this contributed as part of their Council Tax bill. It was agreed it was important to get the community involved in the campaign to assist in getting the messages heard,
- 3.11 It was agreed that the strapline for the campaign would be “Save your Weekly Collection” with tips on how food waste could be reduced using LFHW principles. The key strategy would be to get residents to pay attention to the issues, drive the action and eventually change the behaviour through simple messages. Members were keen that the advertising language was kept simple. It was felt that making a direct link between weekly collections and the cost of disposal could be a significant motivator which may help to change people’s behaviour.
- 3.12 There were a range of advertising opportunities to get the message out to residents which were discussed. Some areas would be of no cost, other would have a cost attached to them. Members also suggested ways of getting the message out, including a message on the telephony system for calls being transferred or waiting to be answered as well as details being overprinted onto envelopes stating “X% of your Council Tax goes on waste collection and disposal” – here is how to reduce your waste”

Leader's Briefing – 27 April 2016

- 3.13 The group were keen to include a barometer or gauge of how the waste was reducing, however officers explained that because of the fluctuation in waste over the year, this would not give a true reflection of the change. The suggestion was to reflect the change in attitude and/or engagement with the scheme. Trends could be across different areas of the borough, which may encourage areas to become competitive.
- 3.14 The group discussed other areas where the campaign could be advertised. This included the back of buses as well as the roundabout advertising in the borough. Officers felt these may be more costly, but could be sought as an option.
- 3.15 A quarterly cost breakdown of the options is shown below:

No Cost (other than staff)	Cost Options
Press releases	Website design (£200)
Council e-zines	Posters (£100)
Social Media	Council noticeboards (£325)
Internal messaging channels	JC Decaux boards (£654)
Website information	Living Adverts (£650)
London Green Points e-zines and website	Vehicle livery (£6660)
Living Magazine Articles	Outreach work: workshops, demonstrations and roadshows (£4800)
Phone messaging	

- 3.16 Officers provided the group with some outline figures for all of the items that would have a cost implication. Over a three month period the cost for advertising would be £8,589. This would equate to approximately £34,356 each year. To carry out workshops, demonstrations and other events over a three month period would be at an additional cost of £19,200 for the year. This brought the total cost of the full campaign to £53,556, which equated to 52p per household. The Waste & Resources Action Programme (WRAP) had recommended that to launch a campaign would be £2 per household and to maintain an established campaign would be £1 per household, so even the most expensive of the options was still well below the suggested spend.
- 3.17 It was agreed that the no cost and lower cost items could be delivered (excluding the JC Decaux boards, Vehicle livery and outreach work). This would be approximately £1,275 over a three month period, equating to £5,100 for the year. (Recommendation 5.1)
- 3.18 Members were of the opinion that external funding be sought for the campaign. Officers explained that whilst there were no external funding streams available immediately, they could be sought. Members suggested seeking funding from Veolia. However, upon investigations, officers stated that the Veolia Trust were unable to fund any waste or recycling communications initiatives due to a change in legislation about what landfill

tax money could be spent on. Possible funding could be available through the Love Food Hate Waste London campaign which could complement the work of the topic group, but its use would likely be prescriptive and not available until at least spring or summer 2016. It was noted that should sufficient funding become available the implementation of the full campaign could be considered. (Recommendation 5.2)

- 3.19 Officers explained that evidence demonstrated people need support in making complex behaviour changes, rather than solely hearing messages through advertising. This could be done through cookery workshops, roadshows and other support events but this would require additional funding.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 The group discussed other options that could be considered to reduce waste tonnages. The options included that of fortnightly collections which were felt to be a contentious issue and not something that Havering would wish to consider at the present time.

- 4.2 The other options discussed were the use of wheeled bins to restrict waste or the introduction of a pay as you throw collection service where by residents would be provided with a number of sacks to use for residual waste disposal with the options to purchase additional Council branded sacks. Officer explained that whilst this may reduce the amount of waste that residents produced, the current waste collection service had only been operational since August 2014, and to re-fit the vehicles in order to tip the bins would be a costly option. There would also be significant capital investment required and additional ongoing increased revenue costs. It was felt that both these options would require detailed work and should not be considered at this time

5.0 RECOMMENDATIONS

- 5.1 To launch a low-cost advertising and information campaign with the strapline of "Save Your Weekly Collection" with food waste being the key focal point for the campaign. This will then lead onto further details on the Havering Website that gives tips in line with the Love Food Hate Waste Campaign, about how to keep food out of the waste stream, leading to a reduction in waste, and therefore a reduced cost to both the Council and the residents.
- 5.2 Officers to seek external funding to assist with the advertising and information campaign.

ACKNOWLEDGEMENTS

During the course of its review, the topic group met and held discussions with the following people:

Lisa Foster – Waste and Recycling Manager
Paul Ellis – Group Manager, Waste Environment Service
Sunita Patel – External Relations Officer

The following comments are submitted by members of staff:

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Human Resources Implications and Risks:

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Equalities and Social Inclusion Implications and Risks:

There are no Equality Implications arising directly from this report.

Background Papers List

Notes of the Waste Minimisation Topic Group Meetings:

17 September 2015
5 November 2015
2 December 2015