

# Annual Report

2011-12



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### Getting Information in your language or another format

This is Havering Council's Annual Report 2011-12 which outlines the key achievements and progress made towards delivering the Council's vision and corporate goals during the year. If you would like to get this document in your language or in another format (large print, Braille, audiotape or easy read), please contact the Corporate Policy and Partnerships Team at [corporatpolicy@haverling.gov.uk](mailto:corporatpolicy@haverling.gov.uk) or on 01708 434343.



# Welcome to our Annual Report 2011/12



Cllr Michael White,  
*Leader of the Council*



Cheryl Coppel,  
*Chief Executive*

This year has been a testing time for Havering. However, despite the backdrop of economic challenge, we have made significant progress towards achieving our goals.

This report highlights some key examples of the work we have been doing over the past 12 months. All this has been achieved in a context of considerable change and transition, which has transformed the way we work, becoming a more efficient and innovative council to protect our front-line services.

In the face of the financial doom and gloom, we have achieved a great deal in the past year, from completing brand new community facilities such as the myplace centre in Harold Hill, to delivering more affordable and decent homes. We have opened CarePoint, a one stop shop in Romford for people looking for information about adult health and social care, and we have re-designed the way in which older and vulnerable people receive social care services from the Council, with the overall aim of enabling people to retain their independence for as long as possible. This has included giving people more control over their care packages and making adaptations to enable them to live at home, rather than in residential care.

And our achievements have not gone unnoticed, with a number of Council schemes and initiatives receiving national awards, highlighted throughout this report under 'Award Success'. The Banking Protocol, a public/private partnership initiative between the Council, local banks and charities, was even featured in a new BBC crime show. All this, along with the continued provision of high quality front-line services, is testament to the hard work of staff and partners who have pulled together at this challenging time to deliver for our communities.

We have had a lot to celebrate in 2012 from the Royal Wedding to the Diamond Jubilee, and the party spirit continued with the Olympic and Paralympic Games being held just down the road in Stratford. This has also brought the opportunity to showcase our borough; the new Visitor Centre in Romford town centre promotes the borough to newcomers and residents alike, providing information on our top attractions and helping to put Havering on the map.

Financially, we have been able to achieve our projected efficiency target this year of £11.4 million, with an additional £300k of future years' savings delivered early. Ways that this has been delivered include a corporate review of office accommodation, which resulted in the vacation of a Council building, Scimitar House, saving £1 million per year. We also reduced bureaucracy within the Council and centralised our transactional support services into a 'shared services' model, saving £1.5 million in 2011-12, with a further £1 million due in 2012-13. Despite the financial climate, we have also been able to invest in technologies to improve services, such as the new telephone system that provides the option for customers to self-serve for most enquiries, and the Council's website that enables more people to interact with us online. Improvements that enable customers to help themselves will also help us to become more efficient and deliver further savings over coming years.

With a strong focus on our residents' priorities, and working with our partners and local communities, we are confident in our ability to deliver our vision; a better quality of life for residents now and in the future.

# Our Living ambition *for a better quality of life*

The London Borough of Havering is situated in the North East of London and is home to around 237,000 people. At around 40 square miles, it is one of the largest boroughs in Greater London. A breadth of data, information and research about the borough can be found on our Data Intelligence Hub at [www.haveringdata.net](http://www.haveringdata.net)

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

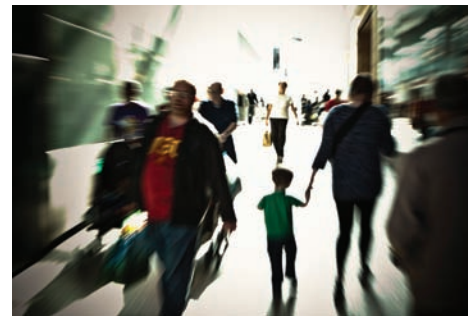
*“Havering residents enjoy the highest possible quality of life, in a borough that thrives on its links to the heart of the Capital, without ever losing the natural environment, historic identity and local way of life that makes Havering unique.”*

Underpinning our vision are five goals:



## Environment

to ensure a clean, safe and green borough



## Towns and Communities

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



## Value

to deliver high customer satisfaction and a stable Council Tax



## Learning

to champion education and learning for all



## Individuals

to value and enhance the lives of our residents



Since we launched our Living Ambition in 2008, Government action to cut the deficit has meant councils have much less money to spend, and the relationship between public services and local communities is changing. In response to this, the Council introduced Havering 2014, a programme to deliver the Living Ambition in a more efficient and focused way, whilst remaining fair to the people who rely on the Council's support. This transformation is making a real difference to the way the Council works, whilst ensuring the best outcomes for local people.

The activities the Council is undertaking to achieve our Living Ambition and five goals are outlined in our Corporate Plan 2011-14 which is being used to deliver our priorities for the borough over the next three years. This Annual Report sets out our key achievements and activities that have taken place in 2011-12.

## Environment - to ensure a clean, safe and green borough

Making the borough a cleaner, greener and a safer place to be is one of our key goals. In 2011-12, we made significant progress towards achieving this by working with partner organisations and the local community.

### 'Environment' highlights in 2011-12

- The scheme 'Caught Out Keep Out' was launched to reduce the number of underage drinking, which often leads to drunkenness and disorder. The Council and the Metropolitan Police reached an agreement with local licensees to ban any teenagers caught attempting to use fake ID in order to drink under age from Romford's pubs and clubs until they are 19. Failure to comply is an offence.
- 295 people have been issued a preliminary banning notice under the 'Banned From One, Banned From All' scheme that prevents disorderly individuals from entering pubs and clubs that are part of the Safe and Sound Premises- a town centre 'pub watch' group.
- A new Council information shop, managed by volunteers from the Briar Residents Action Group (BRAG) as part of the Harold Hill Ambitions Project was opened in December. The shop aims to encourage a stronger relationship between the estate's 1,200 residents, the Council



and other local agencies, by acting as a single point of contact providing services and advice.

- To promote waste reduction, the Council used funding from the Waste and Resources Action Programme (WRAP) for a *Love Food Hate Waste* campaign, in the form of training and free cookery workshops for residents between September and March. The workshops, which were held with the help of two professional chefs, proved to be very popular and helped residents cook more frugally, reducing the amount of food thrown away.

- Graffiti incidents have reduced by more than 30% over the last year. This is due to the Enforcement team and the StreetCare Graffiti team proactively targeting problem areas and clearing reported incidents as quickly as possible, discouraging graffiti "walls" to develop.
- Projects at Cranham Brickfields and Cranham Marsh have transformed the local nature reserves, making them attractive and interesting places for local residents to visit. Funding from Veolia Havering Riverside Trust, the Environment Agency and the Council was used to improve access and conservation at the sites, as well as install interpretative panels by local artists and sculptors.



- As part of Havering's *Biking Borough's Strategy*, a number of new secure cycle facilities have been provided throughout the borough, working with local businesses, residents and Homes in Havering (HiH). In addition, cycle training, advice on locking techniques and free cycle marking/tagging by the police has taken place throughout the year.



# Environment

- The new Parks Protection Service and changes to the parks locking-up procedure ensures that park visitors feel safe. The team is comprised of experienced enforcement officers equipped with motorbikes, a four-wheel drive Ford Ranger and quad bikes, enabling them to respond quickly to any problems that arise. In 2012, the team targeted motorcycle riding in the parks and successfully eliminated this over the course of eight months. Football training is now controlled and monitored through a Football Association backed scheme, ensuring the safety of all participating children.



## The Banking Protocol

The Council works with various partners to help keep Havering one of the safest boroughs in London. The Banking Protocol was developed by the Council in partnership with local banks, the Metropolitan Police, Community Police Consultative Group and Age Concern to enable bank staff to tactfully intervene when older and vulnerable customers seek to withdraw unusually large sums of cash.

The idea for the scheme emerged after several local people were pressured to withdraw their savings by bogus builders, including one elderly Havering man who had £10,000 taken from his account after being driven to the bank twice by conmen. They'd promised to do some work on his house, but never did.

To date, 17 banks have signed up to the Banking Protocol in Romford, Upminster, Elm Park, Hornchurch and Harold Hill. More than 16 cases of victimisation have been brought to the attention of partners prior to and during implementation of the scheme and, since the protocol has been in place, partners have successfully prevented more than £56,000 from being withdrawn.

Initiatives such as the Banking Protocol are helping keep crime in the borough to a minimum. This year we were successful in achieving our crime reduction target.



Indicator	Value	Target for 2011/12	Outturn for 2011/12
The overall crime rate in the borough (per 1,000 population)	Smaller is better	73.7 (17,399 crimes)	73.6 (17,377 crimes)

# Environment

## Improving Energy Efficiency

The Council works hard to reduce its energy use and contribution to carbon dioxide (CO<sub>2</sub>) emissions in Havering. This "carbon footprint" is produced largely through the Council's use of energy for heating and powering buildings, street lighting and employee travel during work. The approach to reducing our carbon footprint is not to reduce our provision of services, but to identify actions and measures that will allow the Council to become more efficient in its use of energy. In as much as the Council strives for financial efficiency and cost-effectiveness to demonstrate good performance, the

Council must also aim for the most efficient use of natural resources (e.g. energy, water, reduction of waste) to demonstrate value-for-money.

In 2011-12 the Council undertook many schemes and initiatives to make more efficient use of its energy. The lights in Angel Way, Como Street and Rex Close car parks and the subways throughout the town have been replaced with LED bulbs, improving the lighting of these areas, whilst reducing the energy consumed. Efficient lighting has been introduced throughout the Council's offices and better management controls put in for our heating systems.

To help Havering residents reduce their energy bills as part of the Decent Homes Programme, which requires all Council housing stock to be warm, weatherproof and have reasonably modern facilities, many Council homes in the borough have had cavity wall and loft insulation installed. The Council has been very successful in securing funding for residents of all tenures to gain free or discounted insulation and heating improvements. Whilst saving energy and improving comfort for residents, these measures help to reduce household energy bills by approximately £100 per year (depending on the measures installed).

Initiatives such as these are helping the Council reduce the greenhouse gases we emit through our buildings and operations.

## myplace

Designed as a zero carbon building and constructed using sustainable materials, myplace in Harold Hill is Havering's greenest building. To achieve carbon neutrality, and an Energy Performance Certificate (EPC) rating of A+, the building utilises a 33.5kW Photovoltaic (PV) array to generate power and a gas-condensing boiler for space heating. Over 30 tonnes of CO<sub>2</sub> will be saved each year compared to a building constructed to meet the 2006 Building Regulations.



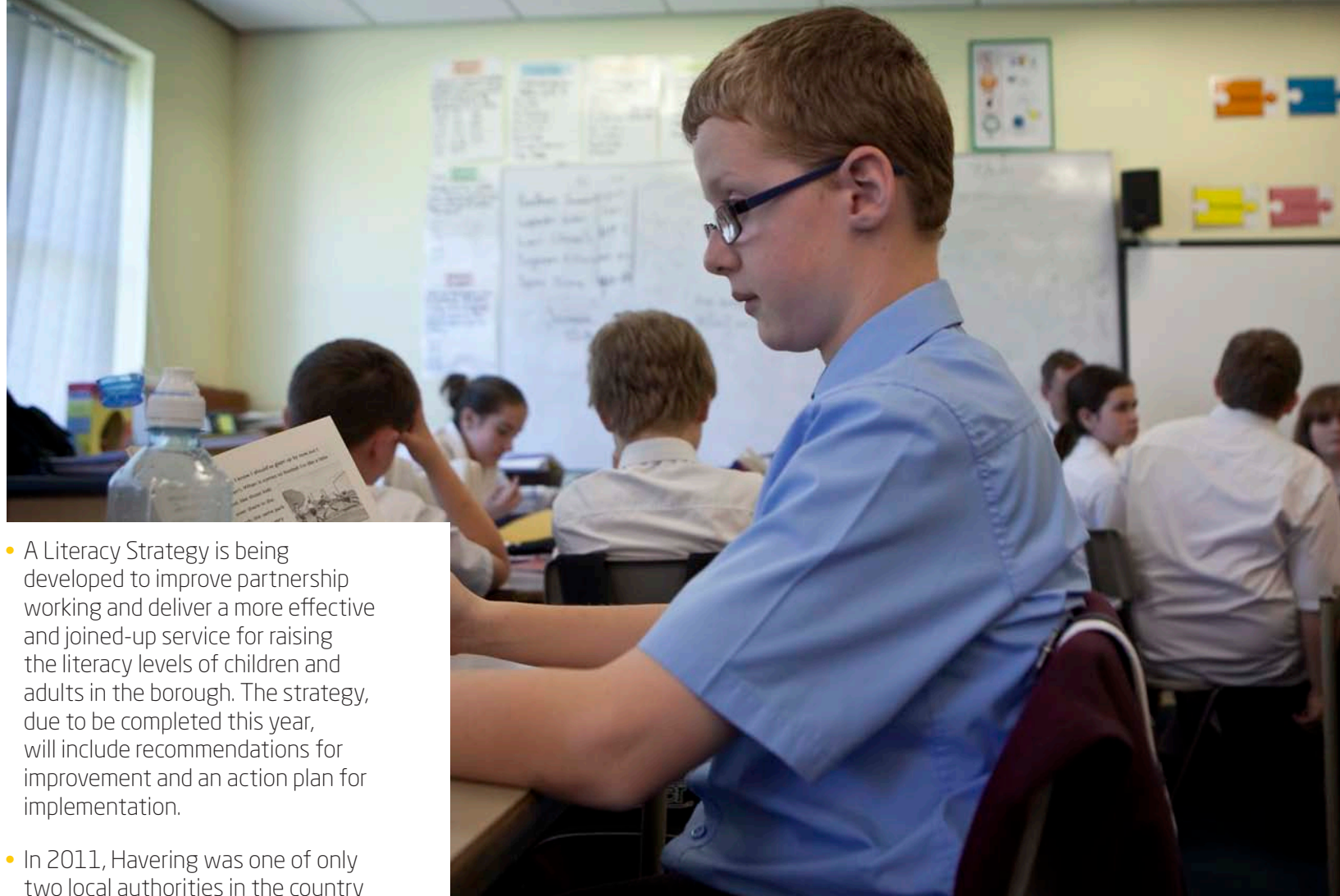
The Your Council Your Say survey revealed residents had high levels of satisfaction with rubbish collection (85%), doorstep recycling (83%), the local tip (79%) and parks (76%)

Indicator	Value	Target for 2011/12	Outturn for 2011/12
Greenhouse gas emissions from local authority own estate and operations	Smaller is better	29,940 tonnes	25,700 tonnes



## Learning - to champion education and learning for all

Working with our partners, the Council has undertaken a number of initiatives and projects to help provide first class educational opportunities for all and reduce unemployment throughout the borough.



### 'Learning' highlights in 2011-12

- An assessment of the statutory provision of sufficient places for all three and four-year-olds to access free Early Education Entitlement in April 2011 found that there were sufficient places borough-wide. The Council is currently running pilot schemes in preparation for September 2013, when the authority will have a duty to provide Early Education Entitlement for qualifying two-year-olds.
- The places for Early Education Entitlement are provided by a range of 'settings', including Childminders. In the 2011-12 the Ofsted inspection rating for these settings rated 'good or above' increased from 71% to 73%, above the national figure of 68%.
- A Literacy Strategy is being developed to improve partnership working and deliver a more effective and joined-up service for raising the literacy levels of children and adults in the borough. The strategy, due to be completed this year, will include recommendations for improvement and an action plan for implementation.
- In 2011, Havering was one of only two local authorities in the country to have no schools performing below the Government's floor standards at Key Stage 2 (end of primary) and Key Stage 4/GCSE (end of secondary). Havering also has significantly fewer schools as a proportion graded 'satisfactory or below' than is found nationally and proportionally more judged to be 'good or outstanding'.

The table shows the differences as of May 2012:

	Satisfactory or Below	Good or Better	Outstanding
Primary: National	45%	55%	8%
Primary: Havering	22%	78%	19%
Secondary: National	48%	52%	14%
Secondary: Havering	35%	65%	12%
All: National	44%	57%	11%
All: Havering	27%	73%	17%



## Learning

- In November, a new skills academy opened in Romford that provides a state-of-the-art facility for people who wish to improve their job skills and employment prospects and for employers who want to train and invest in their staff. Managed by Havering College of Further and Higher Education in partnership with the Council, the academy will also assist job-seekers referred by Jobcentre Plus, helping them to become better trained and gain the skills they need to find a job.
- As part of the 'Learn Longer for a Better Future' campaign to ensure secondary school pupils are aware of the opportunities open to them when they leave school, a number of roadshows and information events have taken place in the borough. In total, over 5,000 students and 500 parents attended these events. In addition, Prospects, which provides advice and guidance to young people to prepare them for their working life, visited every secondary school to talk to the pupils who are among the first to be affected, about the change and what it means to them. The campaign is in line with government plans to raise the age of participation in education to 17 from 2013 and to 18 from 2015 with the aim of helping young people reach their full potential and not become unemployed.



- For the second year running, a borough-wide '14-19 Curriculum Map' has been produced for students, which sets out the qualification and apprenticeship opportunities available to young people. The map has been distributed to all schools and colleges in the borough and has been well received.
- A targeting toolkit has been developed and piloted with six schools to help identify those 14 to 19-year-olds at risk of disengaging with education and training opportunities and to boost post-16 participation levels. Training on the toolkit will be provided to all schools in July so that it can be used in the 2012-13 academic year.
- The Library service has made a number of resources available

to residents, including 'Zinio', a free online magazine service and 'Universal Class' a new online learning resource, which has over 300 free online courses in a range of subjects. In addition, a number of new language courses have been launched.

- Havering Music School provides a range of opportunities for children in the borough to learn how to play musical instruments, to sing and to perform in a wide range of ensembles, in line with the Government's ambitions for music education. Graded music examinations have seen high levels of success this year with very positive remarks from external examiners and more students have been involved in infant and junior Annual Vocal Festivals than in

previous years. In addition, students from the school have performed at many prestigious events, including concert performances at Trafalgar Square with the London Symphony Orchestra, and performances at Cadogan Hall and the South Bank Centre with the London Chamber Orchestra.

In addition, the Music School's bid to Arts Council England to be a Music Education Hub Leader for Havering was successful and from September 2012, the school will be encouraging partners to come together to create joined-up music education provision for children and young people and ensure that every child aged 5-18 has the opportunity to sing and learn a musical instrument, to progress to the next level, and play with other children as part of an ensemble or choir.



# Learning

## Increasing Apprenticeship Opportunities

In partnership with the Teaching and Learning Group, the Council through the Adult College is developing a local Apprenticeship Training Agency (ATA). This new scheme will support the delivery of a high quality apprenticeship programme which will focus on developing apprenticeship opportunities with smaller employers and local priority sectors that may not otherwise choose or be able to recruit apprentices. Local employers interested in the scheme will be able to work with the ATA to develop apprenticeship placements and the ATA will recruit apprentices to fill the placement vacancies. It is hoped that the scheme will also resolve the gaps in current apprenticeship provision, based on local and national priorities.

The ATA will build on the existing promotion of apprenticeship opportunities through organisations such as Prospects who provide career advice and support for young people and adults.



Indicator	Value	Target for 2011/12	Outturn for 2011/12
The number of apprentices recruited in the borough	Bigger is better	460	320 (Quarter 2 figure, 2011/12 Academic Year)
The percentage of 16-19 year olds (school years 12-14) who are not in education, employment or training	Smaller is better	N/A	19%

### Award Success

Two of the borough's new schools were winners at the British Council for School Environments (BCSE) Annual Awards in June 2012. Elm Park Primary School in Hornchurch and Hylands Primary School in Romford split the judges over which most deserved to win in the Excellence in Design - new build (primary) category - so both were given the top honour. Elm Park and Hylands are the first new schools opened in the borough for more than 30 years.





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

We have made significant progress towards achieving this goal in 2011-12, with more affordable and good standard homes provided for local people, promotion of our retail centres and cultural facilities and the delivery of our regeneration programmes.

### 'Towns and Communities' highlights in 2011-12:

- The Council has completed a number of housing developments, providing the borough with more affordable homes. These include Kingfisher Court in Romford, in partnership with East Thames Group; the Clockhouse development in Collier Row, in partnership with Estuary Housing Association; and Elmhurst Drive in Hornchurch, in partnership with Family Mosaic. The schemes consist of housing for both social rent and shared ownership.
- Rainham Hall Gardens were completed in December as part of the Rainham Compass regeneration programme. The Mayor of London, Boris Johnson, accompanied the Leader to an event to mark the completion of the project to restore the gardens to their former glory. Funded through the London Development Agency and Veolia Havering Riverside Trust, the work involved recreating the original fruit orchards, creating one of the largest in London, installing a maze in the shape of sailing knots, new decorative railings, stone urns and benches and a shrubbery walk. In addition, the soon-to-be completed elevated walkway which leads from Rainham Station down on to the rich environment of Rainham Marshes is set to put Rainham on the tourist map and give more local people the chance to enjoy one of the most impressive natural landscapes in London.
- Havering Visitor Centre has opened for business in Romford town centre. Serving as a one-stop reference point for people who want to visit some of Havering's attractions, especially during the London 2012 Olympic and Paralympic Games, the Centre will also act as an information point for people to find the best deals on food and entertainment, specials from local businesses and offer travel advice from TfL. A 72-page guide to the borough, 'Discover Havering' has been published by the Council, promoting the borough to both first-time visitors and residents who might want to find out more about where they live. The guide is available in the Visitor Centre and in libraries



throughout the borough.

- Properties in Waterloo Gardens, Romford were amongst some of the housing that underwent major work this year to ensure properties are brought up to the 'decent' homes standard. Homes in Havering (HiH) and the Council teamed up with Climate Energy, to complete the £1.1 million project which was part-funded by the Social Housing Energy Saving Programme (SHESP).
- In August, the popular Havering Show took place at Harrow Lodge Park and in November, approximately 6,000 people attended the Christmas lights switch-on in Romford marketplace, which was headlined by X Factor finalists 2 Shoes and children's favourites the ZingZillas. Other events included the Armed Forces Day Parade, where thousands of people lined the streets of Romford and in November, Havering experienced one of the biggest ever turnouts for Remembrance Sunday at various memorials throughout the borough.
- The borough celebrated Her Majesty's Diamond Jubilee in style through a number of special events, from a Jubilee-themed Romfest to a Fun Run and Sports Festival. The grand finale was a concert at Langtons House, which included a performance from the Westminster Philharmonic Orchestra. In addition, permission was granted for nearly 100 street parties across the borough.
- The London 2012 Olympic Torch Relay brought out around 150,000 residents to cheer on the 44 torch bearers as they ran along the 7.2 mile leg of the relay through Havering. There were 104 local community volunteers participating on the day keeping residents safe and informed, and ensuring everyone had a good time. The event was brought together by teams from Culture and Leisure, Streetcare, Emergency Planning and Communications.

# Towns and Communities

- Havering's Culture Strategy has been developed in consultation with a wide range of internal and external partners, providing a vision for what will be achieved by 2014 and bringing together a range of sub strategies which will also be launched this year.
- The Community Chest grants pot has given out £100,000 in small grants over the last 12 months. The scheme allocates small injections of cash to grassroots community groups, such as the Havering Neighborhood Watch Association; the 3rd Upminster Scouts; Add Up and a number of local sports clubs. These groups provide activities that benefit hundreds of local people and really make a difference to the quality of life in Havering.
- The borough maintained eight parks with Green Flag status and is on track to receive a ninth with the restoration of Raphael Park, which has received funding from the Heritage Lottery Fund and Veolia ES Cleanaway Havering Riverside Trust. Works to improve the park are due to start in October 2012.
- Conservation area appraisals and management plans were consulted upon and agreed for St Andrews and Langtons conservation areas in Hornchurch.
- Romford Contemporary Arts programme offers an exploratory approach to limiting the visual impact of empty retail units in the town centre by providing space for contemporary artists to display original work. It also provides for a series of pop-up exhibitions by young contemporary artists in Romford market and has been selected by London Councils as an exemplary model of good practice. The programme links in with Romford Arts Trail, a two-week event, held over the summer, of exhibitions in temporary spaces in and around Romford.

## Romford Leisure Centre agreement is signed!

As part of the ongoing regeneration of the town, the development of a new leisure centre in Romford was confirmed in May after a multi-million pound deal with Wm Morrisons Supermarkets plc was announced. Due to open in 2015, the development will have a new competition size ice rink, an eight lane swimming pool with changeable floor depths, training pool, state-of-the-art fitness suite, spa facilities and a destination restaurant.

With something for everyone, the new Leisure Centre will enhance the borough's leisure offer, whilst also creating approximately 300 jobs for local people and 65 new residential units.

## myplace

A new community facility called myplace was opened in June, following consultation with residents as part of the Harold Hill Ambitions Programme, which aims to regenerate the area. Funded by a £4.7 million grant from the Big Lottery Fund, along with contributions from the Council and Veolia Havering Riverside Trust, the centre is a community facility that is predominantly aimed at young people. The caterpillar-shaped building includes a dance and music performance space, a recording studio, bike workshop, café, art and meeting rooms, a computer suite and counselling, health and information services. There is also space to hire for community groups and local businesses.



The impressive development hosted BBC *Question Time* in April 2012, and has received a lot of interest as Havering's first zero carbon building. Energy efficient features include natural ventilation, day lighting, high levels of insulation and solar panels. A youth board made up of local young people worked closely with architects to ensure it was what they wanted.

The building was opened by the former Government Minister Tim Loughton MP who praised myplace as an "iconic facility". The former Parliamentary Under-Secretary-of-State for Children and Families toured the centre and saw first-hand the benefits it will provide the local community, and the wider population of Havering.





## Towns and Communities

### Providing 'decent' and affordable homes

Throughout the year a number of housing developments have been completed, providing the borough with new affordable homes. In addition, the Council has been working to bring a number of properties up to the Government's 'decent' homes standard, defined as being wind and weather tight, warm and having modern facilities. Both targets were achieved, as illustrated below.

**Award Success**

The myplace centre, as part of the Harold Hill Ambitions Programme, has been selected as a winner for environmental best practice at the Green Apple Awards. The Awards, established in 1994, are an annual campaign to recognise, reward and promote environmental best practice around the world.

**Award Success**

The Council's Building Control team won the Best Social or Affordable Housing category at the London District Surveyors Association Awards. The award, which was won along with the main contractor Wilmott Dixon, was for their work on phase one of the Orchard Village housing development in Rainham. Phase two of the regeneration project is now underway, and is expected to be completed in spring 2013.

The Council and its town centre partners were winners of the 'UK's Best Town Team or Town Centre Partnership' category at the Association for Town Centre Management Awards in July, for the 'Shop Romford' campaign and associated initiatives that supported the Love Romford brand. The awards showcase best practice and high standards achieved across the UK in town centre management.

**Award Success**

The 2011 London In Bloom Awards saw Havering receive:

the 'Biodiversity Award' in recognition of the borough's commitment to protecting wildlife and nature in its parks and open spaces

A Gold (Outstanding) Award for Hornchurch Country Park in 'Country Park of the Year',

Silver Gilt (Very Good) for Lodge Farm Park in 'Large Park of the Year'

Silver (Good) for Langton Gardens in 'Small Park of the Year'.

Indicator	Value	Target for 2011/12	Outturn for 2011/12
The percentage of decent Council homes	Bigger is better	39.2%	40.1%
The number of affordable homes delivered	Bigger is better	250	426



## Individuals - to value and enhance the lives of our residents

The Council is working hard to enable vulnerable adults to be independent for as long as possible through a number of preventative initiatives and projects. This preventative approach is central to the Council's work to safeguard children and families.

### 'Individuals' highlights in 2011-12

- The Havering Children's Trust is leading the way in effective prevention and intervention services with the establishment of the Multi Agency Safeguarding Hub (MASH), due to be launched with key partners in summer 2012. The MASH will improve the quality of information sharing and decision making when initial safeguarding concerns are identified, helping to ensure safeguarding interventions are timely, proportionate and necessary.
- School children from Hilldene Primary School dressed in yellow to launch 'Fostering Fortnight' in May 2012 and to show their support for children in care. In addition, two information events were held for anyone who was considering fostering, explaining the benefits for both the child and carer.



- Throughout 2011, the Council helped to establish the Havering User-Led Organisation (HULO) consortium to support the work of user-led organisations and service users in the implementation of personalised care, giving people more choice and control over their care arrangements so that they best suit their specific needs. Consisting of voluntary sector groups, service users and representatives from the Council, HULO provides a forum where members can share their ideas, experiences, and resources to help improve services.
- CarePoint was launched in February 2012, a new one-stop-shop in Romford for people looking for information about adult health and social care in Havering. Supported by the Council, Care Point is an independent service delivered by a consortium of local voluntary groups. In addition to the shop, the new Care Point website helps people find the information they need more easily, guiding users through a step by step process on-screen and signposting them to the most appropriate provider, agency or service for their specific needs.
- The number of teenage conceptions decreased by 46.9% in 2010-11
- (2011-12 data is not available because of the time it takes to collate the data) and is currently at its lowest level since the 1990s. This is the fastest reduction in London and continues the downward trend in Havering for this indicator since 2009.
- Havering's Breastfeeding Friendly Scheme, a project which aims to help mums identify places that welcome breastfeeding when out and about in public, has been recognised by the Centre for Excellence and Outcomes in Children and Young People's Services (C4EO) as good practice. The initiative encourages local businesses and partners to join the scheme



# Individuals

and display a sticker, showing the 'Supporting Breastfeeding in Havering' logo, in their window to indicate mothers using the venue are welcome to breastfeed.

- As part of a project to target support for the borough's most troubled families, a cross-public sector exercise has been undertaken to identify the families that the Council and other agencies have the most contact with. Over three years and focusing on a cohort of 415 of these families, the Council and its partners will work to ensure intervention is more targeted and streamlined.



- A free Community Falls Exercise programme and a Falls Prevention Outreach Service have been launched by the Council and North East London NHS Foundation Trust. Aimed at those residents most at risk of falling and injuring themselves, the new programme includes Falls Management Exercise (FAME) and Tai-Chi for balance and is open to

all residents, including those not registered with a doctor. The new outreach service helps residents in care and nursing homes and users of the telecare alarm system by providing help and access to services based on individual needs.

- Working with NHS Havering and Sports and Leisure Management (SLM) Limited, a health and physical activity programme is being delivered across the borough to increase participation levels in physical activity and improve wellbeing. To date, over 440 people have attended activity and dance classes and over 300 people have taken part in a walks programme. There are many projects up and running, including beginner badminton lessons, men's football league, zumba gold, yoga taster and belly dance classes.
- We have reviewed our provision of day opportunities for people with a learning disability in order to ensure we are providing flexible, varied, meaningful and stimulating activities that are centred on the individual. The service is now more integrated with the community and other local provision so that clients can have flexibility and review their choices regularly rather than having to be 'locked in' to services that have to continue for months or even years. In addition, Nason Waters Day Centre in Rainham has been renovated to

create an environment that is tailored to clients' needs by creating new activity rooms, upgraded toilet facilities, a training kitchen and more computers.

- Working with voluntary, community and faith groups, the Council has begun to scope the project 'Activate Havering', which will co-ordinate the approach to preventative services and build on the already vibrant voluntary sector and wide range of community activity in the borough. Due to be launched later in 2012, the project will focus on low level prevention and support, that is vital in identifying people with potential health and wellbeing issues at an early stage before they might formally be picked up by public services further down the 'care pathway' where more intensive statutory services are required.
- Working with partners in the NHS and voluntary sector, three new services have been commissioned to improve the lives of residents with dementia and their carers. These include: a travelling information and advice surgery, allowing people the opportunity to speak confidentially



with experts in informal settings; 'Singing for the Brain' groups provided by the Alzheimer's Society, which enable people with dementia and their carers to come together in a relaxed, informal setting and explore music therapy and singing as a form of peer support; working with Crossroads Care Havering which provides respite opportunities for those caring for people with high-end dementia needs.

# Individuals

- The Council continues to work closely with health colleagues in preparation for the transfer of Public Health functions from Primary Care Trusts to Local Government in April 2013. The multi-agency Health and Wellbeing Board is already making firm plans to ensure the transition is a successful one.
- A new Health and Wellbeing Strategy has been drafted as required by the 2012 Health and Social Care Act. Improving wellbeing is a national priority, and one we are working hard to achieve in Havering. By improving our residents' wellbeing, we can reduce health issues, improve quality of life and the quality of our health services. The Health and Wellbeing Strategy will allow colleagues from the NHS, Council, voluntary and community groups and residents to be involved in improving health and wellbeing across Havering.
- In addition, three new chapters of the Joint Strategic Needs Assessment (JSNA) have been developed to support the Health and Wellbeing Strategy. These chapters focus on the needs of vulnerable adults and older people, vulnerable children and young people, and keeping people out of hospital. The actions developed from these will help us

to achieve crucial financial savings, whilst also enabling us to improve the support and care we give to our most vulnerable residents.

- Havering Libraries have signed up to the Royal National Institute of Blind People (RNIB) six-step programme to make services more accessible to blind and partially-sighted people. This includes having a dedicated "champion" providing access to large print and audio books and a strategy for provision of access technology.  
  
Young people from Parents of Autistic Children Together (PACT) visited three of Havering's libraries to deliver autism awareness training for staff to improve service provision.
- The Arts Service has worked with Romford Autistic Group (RAGS) to promote access and health improvement for people with autism.
- 'Inclusive and Active 2' is the Sport and Physical Activity strategy for disabled people in London (co-owned by the Greater London Authority, NHS London and Interactive). Specific adapted and disability exclusive activity plays a major role in the increase of provision for disabled people. By committing to this strategy, Havering has the support of an Interactive Inclusion Officer

to help develop and implement an action plan.

## Telecare

Telecare refers to assistive technologies that can help someone remain supported, safe and independent in their own home, reducing the risk of them being admitted to hospital or a care home.

Throughout the year, the Council has been working hard to promote telecare products and services through leafleting campaigns and promotional stands at Council events and shopping centres. An improved demonstration facility has been set up at Yew Tree Lodge in Romford, allowing the public to try out the telecare equipment to decide if the service is appropriate for them, and which pieces suit them best. It has received a lot of interest, not only from residents, but from other authorities who are interested in setting up a similar facility. A number of new products have been introduced, including a more user-friendly falls detector and more innovative use of newly developed GPS monitoring equipment that can support local residents with dementia to remain at



home and in the community.

The Council's Telecare Centre received national accreditation this year for the services they provide, having passed all six areas inspected by the national Telecare Services Association.

The Council measures the net number of new telecare users and was just short of achieving its annual target this year.

Indicator	Value	Target for 2011/12	Outturn for 2011/12
The number of telecare users in the borough	Bigger is better	200	190



# Individuals

## Helping people take control - Self Directed Support

Self Directed Support is a new way of providing social care which gives people more choice and control over their care arrangements so that it best suits their specific needs. This means they are in control of their own money to spend in the ways which help them best. It is part of a wider focus on the personalisation of care, so that residents have choice and control over

their care and the services available to them. This is key to making residents' experience of the care they receive positive and effective.

The Council has continued to make good progress in increasing the number of Social Care clients who receive Self Directed Support, exceeding our target of 45%. Working with partners, we provide information, advice and services which emphasise greater choice, independence and control.

Indicator	Value	Target for 2011/12	Outturn for 2011/12
The proportion of people using social care who receive Self Directed Support	Bigger is better	45%	45%

## Reablement and Rehabilitation

Reablement is planned, short-term help for residents following a period of illness or disability to help them re-learn lost skills and build confidence. It is proven to deliver positive outcomes, helping people to live more independently in their own homes and reduce the longer-term level of care required.

Adult Social Care and local NHS services provide these in a range of ways and locations, including in peoples' homes, in hospitals and in our specifically-designed reablement housing at Royal Jubilee Court.

We were just short of achieving our target this year by 0.1%!

Indicator	Value	Target for 2011/12	Outturn for 2011/12
The percentage of adult social care clients who receive a reablement service and then return within 91 days requiring an ongoing service	Smaller is better	7.7%	7.8%



# Individuals

## Ofsted Results

In September 2011, Ofsted undertook their detailed announced inspection of Safeguarding and Looked After Children's services. This followed two previous unannounced inspections of front-line child protection services, which identified strengths as well as some areas for improvement.

Ofsted's assessment found that an adequate service is being provided by the Council to safeguard and look

after children. The inspectors found that no children were at risk of harm as a result of our actions and that our ambition to drive further improvement in supporting vulnerable families and in taking forward our early intervention strategy is good.

The recommendations arising from the inspection, which spanned the Council, local Health partners and the Local Safeguarding Children's Board, have been addressed and improvements implemented. In several cases, Ofsted's

recommendations reinforced our own assessment of where we needed to make improvements. There was already work planned or underway to make these improvements; the Ofsted recommendations have therefore acted as a catalyst and opportunity to focus minds on addressing a given area of business.

The overall Ofsted assessment for 2011 was that our local children's services 'perform well'.



**Award Success**

The Council received the Gold Food for Life Catering Mark by the Soil Association in recognition of the healthy meals it is putting on the plates of the borough's school children. Havering is among the first school catering services to achieve the national award, which guarantees fresh, seasonal food is served in all school canteens, using a range of local and organic ingredients.





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

Providing efficient and effective services, whilst maximising funding for the borough is central to the Council achieving its goals. In 2011-12, significant progress has been made towards making efficiency savings and transforming the way we work.

### 'Value' highlights in 2011-12

- The Council was successful in achieving the projected efficiency target of £11.4 million this year, and with the early delivery of some savings, £11.7 million in total, and is on track to reduce running costs by £40 million by 2014 through delivering huge changes in the way the organisation works, whilst also protecting front-line services. At the same time, the Council has been able to cut or freeze Council Tax for the last three years, alleviating the financial strains on many households across the borough.
- A key contribution to reducing costs this year was a review of office premises, the results of which included the vacation of Scimitar House in autumn 2011. Office space in the Town Hall and Mercury House has been better utilised to accommodate the additional members of staff and in addition, a policy of 'hot desking'- where staff have no fixed desk but instead are encouraged to sit in any available space - has been introduced where possible.

- The Council has increasingly used 'Customer Insight'; the process of using data and information about our residents to better understand their needs, expectations, behaviours and experiences to target services at those most in need and communicate with residents in a more personalised way. One of the best examples of this in practice was the Over 65s Volunteer Consultation project, for which the Council attracted national recognition through the Local Government Improvement and Development (LGID)'s customer insight programme. The project was 'commended' at The MJ Achievement Awards 2012 in the Delivering Better Outcomes category.
- In June, the Council launched the Havering Data Intelligence Hub, which provides data, information and research about the borough of Havering. By hosting resources including data, analysis, surveys and reports, the Havering Data Intelligence Hub aims to benefit the local authority, its partners and the public in understanding key information about the borough.
- Information on the Council's performance is now available on the 'Living Ambition' page of the website through five reports; one for each corporate goal. The reports, updated during the financial year, include information on the Council's

key activities and also include the relevant performance figures.

- Following the success of the 'Your Council Your Say Survey', in January 2011, in which 11,700 residents responded, the Council launched the Spring Clean survey in March 2012.

Approximately 7,500 responses were received and the Council gained important feedback from residents. This information will be used to help the Council decide where and how to target resources to improve the borough.



# Value

## Improving Customer Service

The Council is engaged in a number of innovative projects to deliver more efficient support services and better customer service. This includes introducing new technology that is speeding up the way we work and making our processes more efficient and less costly. For example, as part of a wider Customer Service Improvement Programme, many changes have been made to make it easier for customers to communicate with us, and provide better value for money:

- In March 2011, a new Contact Centre opened which will provide a more efficient service at a reduced cost. The centre, being located next to the Public Advice and Service Centre (PASC) in the Liberty shopping centre, Romford, means that the knowledge and skills of staff can be shared between the two services.
- A new telephone system was introduced that provides the customer with the option to wait or call back if lines are busy, and informs them approximately how long the wait will be. The new system includes the option to self-serve in many cases.

- A new Customer Relationship Management (CRM) system was introduced that allows Council staff to have all of a customer's information at hand, whenever or however the customer contacts the Council.

Going forwards, the Council is looking at increasing the number of self-serve options available by, for example, introducing a number of self-service desks at the PASC and further improving the website so that

customers can access services 24/7. By increasing the number of self-serve options, Customer Service Advisors will have the flexibility to spend time answering the more complex customer queries, both over the telephone and at the PASC.



## Award Success

The Council is a top finalist in the Best Information Technology and Communication Initiative category at the Association for Public Service Excellence (APSE) Awards in September 2012 for its Internal Shared Services (ISS); a radical transformation of back-office processes and systems to improve the effectiveness and efficiency of the Council.

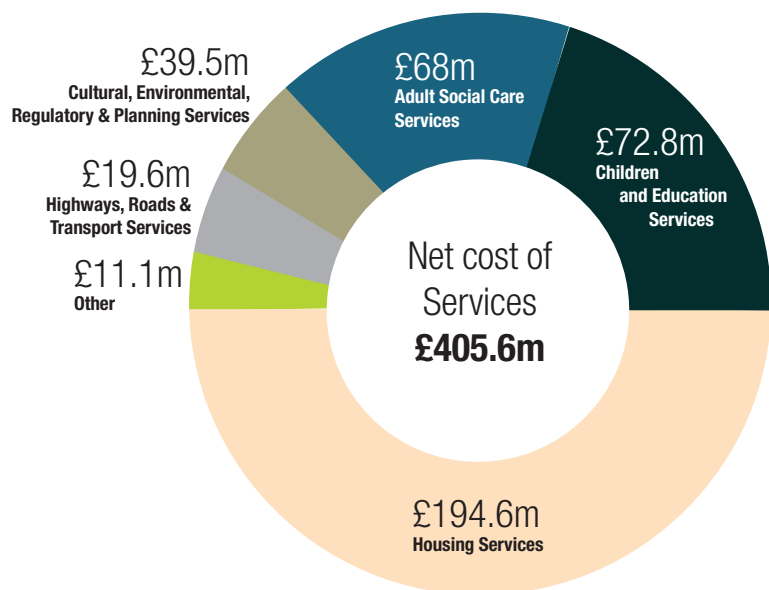


## Our Finances

This section provides information from the Council's Statement of Accounts for 2011-12, which are subject to audit by our external auditors.

A copy of the full Statement of Accounts will be available on the Council's website on completion of the audit in late September at [www.havering.gov.uk/Pages/Previous-years-statements-and-budget-books.aspx](http://www.havering.gov.uk/Pages/Previous-years-statements-and-budget-books.aspx)

## Net Cost of Services



\*Local Authority Housing includes a one off payment of £165 million to Central Government to buy out from the housing subsidy system, enabling the Council to support their own housing stock from their own income and giving tenants a clear relationship between rent collected and services provided.

## Cost of Council Services

This statement sets out the cost of running Council services in 2011-12. It shows where the money came from to finance the costs and any surplus deficit at the end of the financial year.

Gross expenditure, gross income and net expenditure of continuing operations	£000s Gross Expenditure	£000s Gross Income	£000s Net
Central Services to the Public	13,292	(4,014)	9,278
Cultural, Environmental, Regulatory and Planning Services	51,521	(12,042)	39,479
Children's and Education Services	239,641	(166,890)	72,751
Highways, Roads and Transport Services	25,504	(5,893)	19,611
Other Housing Services	113,275	(111,187)	2,088
Local Authority Housing (HRA), incl Self-Financing Determination	249,797	(57,253)	192,544
Adult Social Care Services	81,331	(13,324)	68,007
Corporate and Democratic Core	6,706	(97)	6,609
Non-Distributed Costs	1,946	(6,744)	-4,798
<b>Cost of Services</b>	<b>783,013</b>	<b>(377,444)</b>	<b>405,569</b>
Other Operating Expenditure	—	—	25,459
Financing and Investment Income and Expenditure	—	—	11,106
Surplus or Deficit on Discontinued Operations	—	—	—
Taxation and Non-specific Grant Income	—	—	(220,699)
<b>(Surplus) or Deficit on Provision of Services</b>	<b>—</b>	<b>—</b>	<b>221,435</b>
Surplus or Deficit on Revaluation of Property, Plant and Equipment Assets	—	—	(24,261)
Surplus or Deficit on Revaluation of Available for Sale Financial Assets	—	—	—
Actuarial Gains / Losses on Pension Assets / Liabilities	—	—	52,991
<b>Other Comprehensive Income and Expenditure</b>	<b>—</b>	<b>—</b>	<b>28,730</b>
<b>Total Comprehensive Income and Expenditure</b>	<b>—</b>	<b>—</b>	<b>250,165</b>

\*Although it appears there is a deficit of £250.165 million, in fact this is largely due to notional accounting entries such as the £165 million HRA payment to buy out of the subsidy system, and general depreciation and impairment charges. These entries are subsequently reversed out, and are not chargeable to the Council Tax payer.

# Our performance

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



## Environment - to ensure a clean, safe and green borough

Strategic Outcome	Indicator	Value	Target for 2011/12	Outturn for 2011/12
<b>Attractive, well-kept streets and pavements</b>	The percentage of litter	Smaller is better	9%	14%
	The percentage of detrius	Smaller is better	12%	12%
	The percentage of graffiti	Smaller is better	5%	4%
	The percentage of fly posting	Smaller is better	1%	0%
	The number of fly tip incidences	Smaller is better	2,704	2,972
<p>Whilst the Council was short of achieving the target for the percentage of litter, the 'Spring Clean' survey, undertaken in March 2012, found that a very high proportion – three quarters – of survey respondents felt their local area was clean and tidy. The proactive work being undertaken in Briar Road as part of the Harold Hill Ambitions project to regenerate the area resulted in an increase of fly tip incidents reported during the year. This has impacted on the overall performance figure.</p>				
<b>Low rates of crime and the perception of crime</b>	The overall crime rate in the borough (per 1,000 population)	Smaller is better	73.7 (17,399 crimes)	73.6 (17,377 crimes)
<p>The Council works with various partners to keep crime to a minimum and a range of crime reduction initiatives that have taken place throughout the year have contributed towards achieving the target.</p>				
<b>Increased recycling rates and reduced waste and landfill</b>	The amount of residual household waste per household	Smaller is better	691 kg	653 kg
	The percentage of household waste sent for reuse, recycling and composting	Bigger is better	35%	35%
<p>Various schemes such as the 'Love Food Hate Waste' campaign funded by the Waste and Resources Action Programme (WRAP) have contributed towards reducing household waste and increasing reuse, recycling and composting. Performance has been maintained, despite a reduction in funding.</p>				
<b>Reduced impact on climate change</b>	Greenhouse gas emissions from local authority own estate and operations	Smaller is better	29,940 tonnes	25,700 tonnes
<p>The vacation of two Council buildings and several energy efficiency projects during the year have contributed towards achieving the target.</p>				



# Our performance



## Learning - to champion education and learning for all

Strategic Outcome	Indicator	Value	Target for 2011/12	Outturn for 2011/12
<b>First class learning opportunities for children and young people</b>	The percentage take up of an Early Education Entitlement placement for 3 and 4 year olds	Bigger is better	90%	86%
	The percentage of children with a good level of achievement in Early Years Foundation Stage	Bigger is better	N/A	60% (provisional figure)
Although 86% of 3 and 4 year olds have taken an Early Education Entitlement placement, there are enough places available across the borough for all 3 and 4 year olds. There will always be some parents/carers that make their own separate arrangements for childcare.				
<b>Council resources focused on schools and pupils who need our support most</b>	The number of schools where fewer than 60% of pupils achieve Level 4 or above in both Maths and English	Smaller is better	0	1 (provisional figure)
<b>Good education and training opportunities for young people</b>	The percentage of 16-19 year olds (school years 12-14) who are not in education, employment or training	Smaller is better	N/A	4.5%
	The number of apprentices recruited in the borough	Bigger is better	460 (2011/12 academic year)	320 (quarter 2 figure, 2011/12 academic year)
Throughout the year the Council has worked with partners to provide advice, guidance and targeted intervention to young people who are not in education, employment or training (NEET) and increase the number of apprentices recruited.				
<b>Reduced adult skills gap between Havering and London</b>	The number of adult learning courses delivered in the borough	Bigger is better	355	478
There has been a high demand for adult learning courses this year. In addition, a number of new courses have been launched, including employability programmes which have recruited well.				

# Our performance



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

Strategic Outcome	Indicator	Value	Target for 2011/12	Outturn for 2011/12
<b>Family housing that local people can afford and best use of Council housing for those in greatest need</b>	The number of affordable homes delivered	Bigger is better	250	426
	The percentage of decent Council homes	Bigger is better	39.2%	40.1%
As part of the Mayor's Housing Strategy, the Council aims to deliver 750 new affordable homes by March 2014. A number of housing units were completed ahead of schedule in 2011/12. The Council also has an agreed delivery plan with the Homes and Communities Agency (HCA) to bring housing up to the Decent Homes Standard, defined as being wind and weather tight, warm and having modern facilities.				
<b>Increase inward investment and economic growth</b>	The percentage of National Non Domestic Rates (NNDR) collected	Bigger is better	97.5%	96.7%
	The percentage of working age people on out-of-work benefits	Smaller is better	11.2%	10.8% (Feb 2012)
A partnership arrangement with Barking and Dagenham, who collect business rates on our behalf has been firmly established and will increase the percentage of NNDR collected in 2012/13. The percentage of working age people on out-of-work benefits is within target, despite the economic climate.				
<b>Local people are involved in place shaping and regeneration and play an active part in communities to meet their own needs</b>	The percentage of residents' satisfaction with the area as a place to live	Bigger is better	76%	'Your Council Your Say' survey not undertaken in 2011/12
<b>Cohesive communities where people get on well together</b>	The proportion of residents who feel that people get on well together within their neighbourhood	Bigger is better	71%	'Your Council Your Say' survey not undertaken in 2011/12
<b>Culture and leisure play a key part in community life</b>	The percentage of residents' satisfaction with library services	Bigger is better	82%	'Your Council Your Say' survey not undertaken in 2011/12
<b>High levels of satisfaction with parks and open spaces</b>	The percentage of residents' satisfaction with parks and open spaces	Bigger is better	77%	'Your Council Your Say' survey not undertaken in 2011/12
In 2011 the Council asked residents for their views in the 'Your Council, Your Say' survey. The results from this survey showed that clean streets and a tidy neighbourhood were top priorities for the Council to address. The 'Spring Clean' survey sent to residents in March 2012 focused specifically on these issues and found that 73% of residents felt their local park was clean and tidy.				



# Our performance



## Individuals - to value and enhance the lives of our residents

Strategic Outcome	Indicator	Value	Target for 2011/12	Outturn for 2011/12
<b>Safeguarding children continues to be our top priority</b>	The percentage of looked after children with an unplanned move during the year	Smaller is better	40%	58%
	The percentage of placements lasting at least 2 years	Bigger is better	75%	51%
A top priority for Children and Young People's Services is to increase both the breadth and quality of foster care placements, particularly for vulnerable teenagers.				
<b>Services that are bespoke to individuals' needs, targeted to those who need them most</b>	The proportion of people using social care who receive self-directed support	Bigger is better	45%	45%
The Council works with partners to provide information, advice and services which emphasise greater choice, independence and control. Good progress has been made this year in increasing the number of social care clients who receive self-directed support.				
<b>Older people enabled to have the support they need to live independently</b>	The number of extra care housing within the borough	Bigger is better	118	88
	The percentage of adult social care clients who receive a reablement service and then return within 91 days requiring an ongoing service	Smaller is better	7.7%	7.8%
	The number of telecare users in the borough	Bigger is better	200	190
The Council works hard to ensure vulnerable adults remain independent for as long as possible. Although we did not meet our target for extra care housing this year, the Council is on track to deliver a number of units in 2012/13. In 2011/12 the Council experienced the highest number of referrals and take-up of telecare by new customers for several years. However, a number of clients stopped using the service for different reasons, including that it was no longer needed, the client moved into care or the client passed away.				

# Our performance



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

Strategic Outcome	Indicator	Value	Target for 2011/12	Outturn for 2011/12
<b>High customer satisfaction with the Council</b>	Efficiency and operational savings	Bigger is better	£40 million by 2014	
	The percentage of Council Tax collected	Bigger is better	97.50%	97.62%
	The amount of avoidable contact	Smaller is better	8%	5.90%
	The percentage of residents who feel informed about what the Council does	Bigger is better	45%	'Your Council Your Say' survey not undertaken in 2011/12
A review of office accommodation and internal processes to reduce bureaucracy has enabled the Council to make significant efficiencies in 2011/12.				