



# CORPORATE DEVELOPMENT PLAN

2005 - 2008

# London Borough of Havering

## CORPORATE DEVELOPMENT PLAN

February 2005

### Introduction - Cllr Michael White, Leader

#### The Council's vision is:

“Putting people first by creating the best opportunities, the best environment and the best public services that we can for everyone who lives, works or visits here.”

For the Council, Putting People First means creating an environment in which people are proud to live; where local amenities are well maintained and the community feels safe; where people are well educated and motivated and the local economy is thriving. Havering is well placed to achieve this vision with good building blocks in place, especially for regenerating the Borough.

The Council cannot deliver this vision on its own, but will continue to work closely with others in the Havering Strategic Partnership to review and deliver the community strategy.

In 2003 the Council set three clear priorities for improvement and has made good progress, which will continue to be built upon.

#### Priority One: To Promote Financial Efficiency And Value For Money

Over the last few years we have promoted more consistent financial management and strengthened processes, through the Medium Term Financial Strategy. Council Tax increases have been kept low. This year's increase of 2.9% for Havering services (3.4% with Greater London Authority increase) will be the lowest for ten years. We have also managed to invest and re-prioritise spending in key areas including streetcare, schools, culture and supporting older people.

We will continue to strive for greater efficiency, and value for money, and invest in local services.

#### Priority Two: To Improve The Quality Of Our Services

The Council is now rated as fair by the Audit Commission and this progress has been made because of the commitment and hard work of staff and councillors. There are, however, still some services where further improvement is needed and the Council will continue to focus on housing, environment and social care. Further improvement is also needed in libraries and leisure.

The Council also needs to continuously improve other services that are already performing well. A priority this year will be meeting the challenge of Every Child Matters. The enactment of the Children Bill requires radical change in the whole system of children's services, including the improvement and integration of universal services - in early years settings, in schools and in health; more specialist support to prevent problems and act early where problems arise; the reconfiguration of services to focus more clearly on individual children and parents through, for example, children's centre, extended schools and the bringing

together of multi-agency teams; more effective procedures for tracking and safeguarding children, and young people and taking greater account of children, young people and their families when assessing and planning service provision.

### **Priority Three: To Make Havering A Better Place In Which To Live And Work**

We have done much to improve the quality of the local environment and promote community safety. Havering is one of the safest boroughs in London and we will strive to maintain that. We cannot deliver this priority on our own and will work in partnership, and consultation, with other agencies and residents.

The Administration is committed to concerted action and leadership across the Council to achieve these priorities. This Corporate Development Plan sets out some of the actions that will be taken to deliver them. Supporting detail is set out in other plans and strategies and service plans.

It will also mean effective use of all the Council's resources and the medium term financial strategy sets out how resources will support these priorities.

Council staff are vital to delivering this vision. The rest of this plan sets out what they will do, working with Councillors and other organisations, and also how the Council will review services to improve quality.

We are pleased that the Audit Commission have recognised the Council's improvement with a Comprehensive Performance Assessment of "fair".

**Cllr Michael White**

## **Leader of the Council**

### **How Is The Council Performing And Where Does It Need To Improve?**

#### **The Government's View**

In 2002 the Government initiated an analysis of all Councils' overall performance called a Comprehensive Performance Assessment (CPA). This is the Government's view of Havering as published in December 2004:

"Havering has changed from being weak to fair.

The Council has made improvements in planning, housing benefits and social care services over the last year. Aspects of housing services have improved too, albeit from a low base.

Education continues to be a high performing service. Other areas such as street services and libraries and leisure show less progress. Housing repairs and maintenance remains a poor service.

The council is clearer about its priorities and knows where it needs to improve. There is a greater involvement of partners in planning council services. Capacity is improving with reserves being built up, more training for staff and sickness rates reducing.

More work is needed to ensure better engagement with residents and delivery of real improvements for residents

through partnerships. Improved risk and performance management are in place but the council needs to further improve these mechanisms in specific services. It continues to invest in areas such as new technology to support further improvement.

Based in Havering Council's plans, the council is well placed to continue to improve the way its works and the services it provides to local people".

In December 2002 London Borough of Havering received a measurement of 2 out of 4 for the way it is run."

In December 2004 the Audit Commission reviewed core service performance in the service areas shown below. Each service is scored on a scale of 1 to 4, with 1 being the lowest and 4 being the highest. Education and social care are given more importance in reaching the overall service score than other areas. These are summarised (2002 and 2003 are also shown).

Service Performance (out of 4)

Service Area	Score 2004	Score 2003	Score 2002
Education	4	4	3
Social Care	2	2	2
Environment	2	1	1
Housing	1	1	1
Libraries and Leisure	2	2	2
Benefits	3	3	3
Use of Resources	3	3	2
Core Services	2	2	2
<b>These are then weighted to give a total score of:</b>	<b>38</b>	<b>36</b>	<b>31</b>

The CPA looks at performance in six main areas:

**Education:**

Havering's schools are among the very best in the country. They and the local education authority have achieved the highest possible CPA rating. Overall 53% of education indicators improved and education services remain strong.

**Social Services:**

Improvements have been made in services to adults and children. 80% of indicators in social care improved.

**Cultural, Libraries and Leisure Services:**

Although there was some improvement in the leisure and library performance, residents satisfaction with this service is low and this is being addressed.

**Environmental Services:**

Only 43% of indicators in the environment sector improved last year, and the majority of indicators are in the bottom two quartiles. While principal roads have shown a small improvement in condition, non principal roads and footways have shown a decline. Trading standards and environmental health services are both top quartile in the use of a best practice checklist. There have been improvements in planning where performance is now one of the best in London.

**Housing:**

This continues to be an area where there has been improvement but there is still more to do. 75% of housing performance indicators showed improvements in 2003/04. Work is underway to ensure that tenants will see changes to this service.

		improvement.
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### Use of Resources:

The Council's approach to capital and asset management now compares with the very best of other councils. Financial and performance management frameworks have been substantially improved. The benefits service is still under performing against national indicators.

### Service Inspections:

Recent inspections of the Council's services which have been taken into account in the CPA assessment overall have included:

<b>Education</b>	Three Star	The Council delivers strong education services, showing that they are well placed to improve services for local people and deliver positive changes for their communities.
<b>Waste Management</b>	One Star	Assessed as providing a 'fair', one star service that has promising prospects for improvement.
<b>Housing Repairs and Maintenance</b>	No Star	Assessed as providing a 'poor', no star service that has promising prospects for improvement.
<b>Social Care – Adults (Nov 2004)</b>	One Star	Serving some people well with uncertain prospects for improvement.
<b>Social Care – Children(Nov. 04)</b>	One Star	Serving some people well with promising prospects for improvement.
<b>Sport and Leisure</b>	One Star	Assessed as providing a 'fair', one star service that has uncertain prospects for improvement.
<b>Human Resources</b>	One Star	Assessed as providing a 'fair', one star service and has promising prospects for improvement.
<b>Planning</b>	One Star	Assessed as providing a 'fair', one star service and has promising prospects for

For each of these there are detailed action plans in place to improve services to the people of Havering and these will continue to be delivered.

Further information on these inspections can be found on the website, in the section 'Reviews and Inspections'.

### Performance Indicators

In 2003/04, out of the 116 performance indicators that provide meaningful comparison with all authorities, the Council was in the top quartile for 35% of them. (The table below shows 2002/03 position in round brackets – 100 total, and 2001/02 shown in square brackets – 114 total).

Quartile	BVPIs %
1	35 (28) [24]
2	20 (26) [16]
3	23 (21) [21]
4	22 (25) [39]

Full information on this year's performance can be found on the website, in the 'How we are performing' section.

## CORPORATE PRIORITIES TO DELIVER IMPROVEMENT

### 1. To promote financial efficiency & value for money

#### 1. (A) ROBUST FINANCIAL PLANNING

##### What we will do over the next three years

**2005/06**

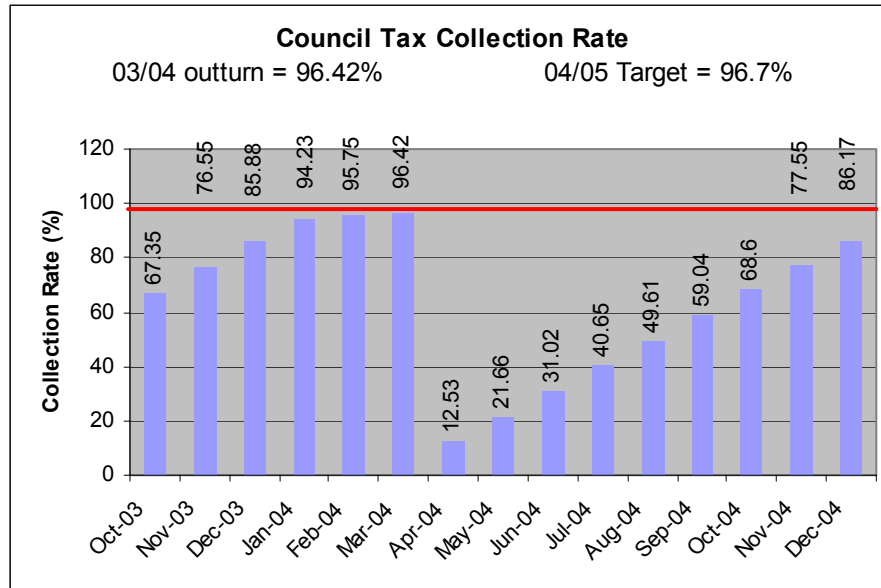
##### Description of High Level Actions

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| <ul style="list-style-type: none"> <li>• Continue to improve on the %age of grant claims submitted for audit on time.</li> <li>• Ensure earlier closure of accounts, strengthen processes and improve supporting statement of accounts in accordance with statutory obligations</li> <li>• Implement the new government agenda of delivering identifiable 'Efficiency Gains' and reporting 'Annual Efficiency Statement' (Gershon Review).</li> <li>• Progress partnership arrangements with North East London boroughs for internal audit service.</li> <li>• Delivery of Procurement Strategy and outsourcing failing/poor services.</li> <li>• Implement an electronic procurement strategy and where appropriate an e-procurement solution</li> <li>• Improve Procurement arrangements generally.</li> <li>• Continue to monitor the financial position of the Housing Revenue Account</li> <li>• Deliver Pension Partnership with Redbridge</li> </ul> | <ul style="list-style-type: none"> <li>• Aim to achieve top quartile performance in all National Finance BVPIs</li> <li>• Continue to establish project management standards for staff and ensure projects are delivered to time and within budget</li> <li>• Improve Debt Management and maximise payment opportunities</li> <li>• Develop performance management to link Medium Term Financial Strategy (MTFS) and service planning</li> <li>• Purchase and develop system and processes to enable implementation of manager/employee self service for Payroll</li> <li>• Improve on speed of benefit processing</li> <li>• Partnership working with other boroughs in Revenues and Benefits</li> <li>• Improve budget setting and financial management in Social Services to address the continued overspends.</li> <li>• Ensure appropriate levels of working balances and reserves are maintained in line with the Responsible Finance Officer's recommendation.</li> <li>• Identify potential partnership arrangements for services</li> </ul> |
|---|--|

**2006/07**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Develop potential partnership arrangement for other services, incl Parking, Technical Services, and Environment</li> <li>• Continue to improve Debt Management</li> <li>• Undertake review of Revenues and Benefit Service</li> <li>• Sustain improvement in benefit processing</li> <li>• Continue to deliver Procurement Strategy and outsourcing of failing/poor services.</li> <li>• Continue to improve Procurement arrangements generally.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to implement the new government agenda of delivering identifiable 'Efficiency Gains' and reporting 'Annual Efficiency Statement' (Gershon Review).</li> <li>• Implement manager/employee self-service for Payroll</li> <li>• Continue to improve budget setting and financial management</li> <li>• Continue to improve close down processes</li> <li>• Continue to improve on the %age of grant claims submitted for audit on time.</li> </ul> |
|--|---|

- Continuation of partnership programme
- Set up partnering arrangements in key areas
- Continue to improve Debt Management
- Continue to improve budget setting and financial management
- Continue to implement the new government agenda of delivering identifiable 'Efficiency Gains' and reporting 'Annual Efficiency Statement' (Gershon Review).
- Continue to improve Procurement arrangements generally.



## 1. (B) EFFECTIVE MONITORING AND MANAGEMENT OF PERFORMANCE

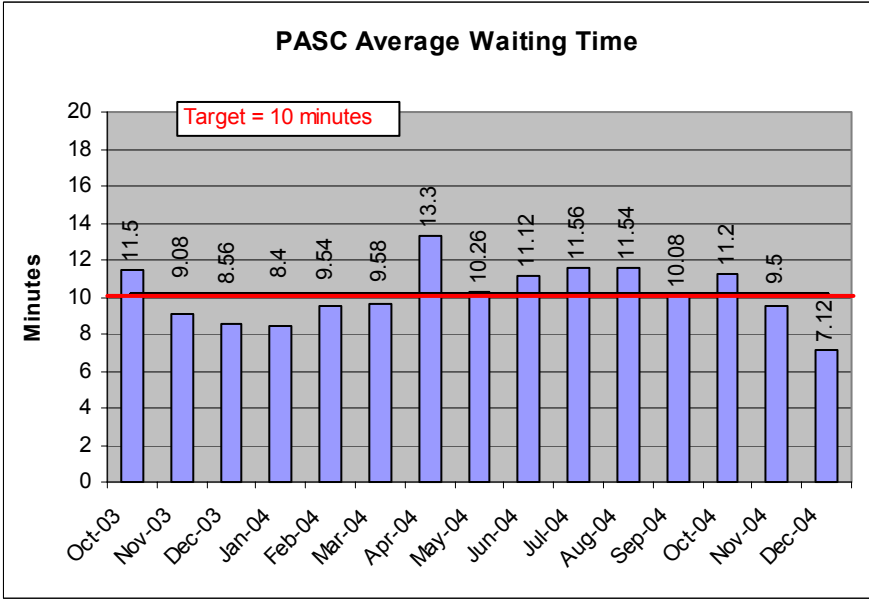
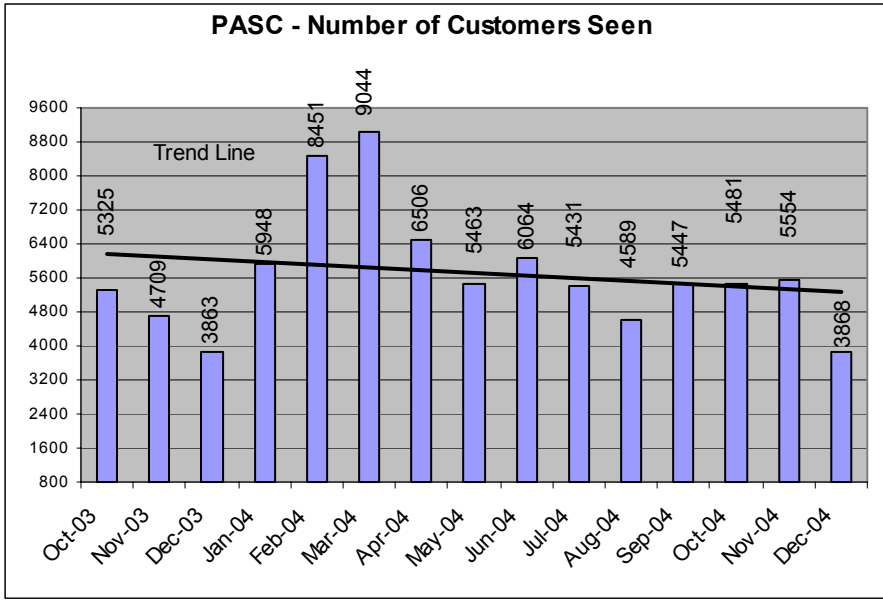
### What we will do over the next three years

<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Continue to focus attention on improving weaker services</li> <li>• Drive service improvements and Value for Money (VFM) across all services</li> <li>• Further embed Performance Management systems</li> <li>• Continue to work with councillors to promote good working and mutual understanding of respective roles.</li> <li>• Continue to improve project management across the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to improve the Comprehensive Performance Assessment (CPA)</li> <li>• Review the Havering Technical Partnership and future provision of technical services.</li> <li>• Further improve and cascade risk management mechanisms</li> <li>• Continue to improve target setting</li> <li>• Implement any outstanding recommendations arising from Audit reports</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Continue to improve and cascade risk management mechanisms</li> <li>• Continue to improve project management across the Council</li> <li>• Develop IT options for monitoring performance</li> </ul>	<ul style="list-style-type: none"> <li>• Implement outstanding recommendations from Audit reports</li> <li>• Implement revised arrangements for provision of technical services</li> <li>• Continue focus on improving services</li> <li>• Continue to develop Performance Management Systems</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Continue to develop Performance Management Systems</li> <li>• Continue to improve project management across the Council</li> <li>• Continue to develop Performance Management Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Implement outstanding recommendations of Auditor's report</li> <li>• Continue to cascade risk management mechanisms</li> <li>• Continue focus on improving services</li> </ul>

**1. (C ) COMMUNICATE EFFECTIVELY WITH CUSTOMERS, RESIDENTS AND STAFF SO THAT THEY ARE BETTER INFORMED ABOUT WHAT SERVICE STANDARDS TO EXPECT AND HOW THEY CAN INFLUENCE THEIR DELIVERY**

**What we will do over the next three years**

<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Open further local service centre. (Target to have 55,000 face-to-face customer transactions in local centres.38% of local population to live within one mile of service centre)</li> <li>• Improve electronic access to council services, including for example, providing information, collecting revenue, procurement and paying for goods and services</li> <li>• Improve communication and consultation of spending, choices and performance with our Community</li> <li>• Implementing Electronic Government (IEG) deliverables to improve e-Government, in particular, priority service outcomes and BVPI 157 100% compliance</li> <li>• Improve cash payment options for customers</li> </ul>	<ul style="list-style-type: none"> <li>• Improve profile of Havering through celebrating 40 years of LBH &amp; 540 years of Royal Charter</li> <li>• Develop and implement civic pride campaign</li> <li>• Deliver LPSA target to extend access to public services to Havering residents</li> <li>• Implement Audit Commission recommendations of User Focus inspection</li> <li>• Produce and implement corporate consultation strategy</li> <li>• Continue to implement recommendations arising from Audit Commission inspection of Customer Access to Services</li> <li>• Undertake staff survey</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Further improve, and embed Customer Services</li> <li>• Continue website development</li> <li>• Improve complaint handling by rolling out Customer Relationship Manager (CRM) wider</li> <li>• Promote fairer access to services for difficult to reach groups</li> <li>• Continue to implement corporate consultation strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Disaster Recovery solutions to support Business Continuity.</li> <li>• Set up 2 local service centres</li> <li>• Deliver technology and partnership activities to support Gershon efficiency targets</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• As above</li> </ul>	



## 1. (D) MAKE MORE EFFECTIVE USE OF THE SKILLS AND COMMITMENT OF OUR WORKFORCE

### What we will do over the next three years

<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Further reduce sickness levels</li> <li>• Achieve Level 4 of the Equality Standard for Local Government</li> <li>• Further reduce use of agency staff</li> <li>• Continue to increase Equalities and Diversity awareness through training and development</li> <li>• Ensure requirements of all equality and diversity legislation are embedded in the Council's service delivery and employment practices</li> <li>• Develop work/life balance policy</li> <li>• Review PDPA scheme and consider incorporating a 360<sup>0</sup> feedback instrument</li> <li>• Accelerate the pace of Human Resources (HR) Transformational Change</li> <li>• Continue to progress towards achieving whole council Investors in People (IIP) status</li> </ul>	<ul style="list-style-type: none"> <li>• Develop robust workforce planning</li> <li>• Significantly Improved recruitment and retention strategy and processes</li> <li>• Design &amp; deliver a senior manager and member development programme</li> <li>• Define &amp; implement a competence framework</li> <li>• Develop &amp; implement an e-Learning strategy to complement existing learning &amp; development paths</li> <li>• Develop a strategy for recruiting 16-24 year olds into the workforce (Modern Apprenticeships) for example, trainee &amp; graduate schemes</li> <li>• Develop a scheme for providing vocational training &amp; employment opportunities for people with learning disabilities or other special needs</li> <li>• Drive forward Single Status Agenda</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• To achieve Level 5 of the Equality Standards for Local government</li> <li>• Develop Centre of Excellence for HR policy formulation.</li> <li>• Identify collaborative partners to continue to transform HR and build a Shared Services Model</li> <li>• Continue to monitor and improve absence management</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan to enable employees and managers to access and manage their own personal details</li> <li>• Implement Single Status</li> <li>• Review the member &amp; manager development programme and recommend further developments</li> <li>• Design &amp; deliver a member induction programme</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Review the Council's performance on all 5 levels of the Equality standards</li> <li>• Evaluate the impact of the Equalities and Diversity training.</li> <li>• Simplify online user friendly Human Resources (HR) policies and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Identify partners to develop shared services model</li> <li>• Continue to monitor and improve absence management</li> <li>• Enhancement of "blended learning" approach</li> <li>• Research and develop leading edge development programmes</li> </ul>

## 2. To improve the quality of our services

### 2. (A) DEVELOP THE COUNCIL'S COMMUNITY LEADERSHIP CAPACITY SO THAT IT HAS AN OUTWARD LOOKING FOCUS AND DELIVERS SERVICE IMPROVEMENT

#### What we will do over the next three years

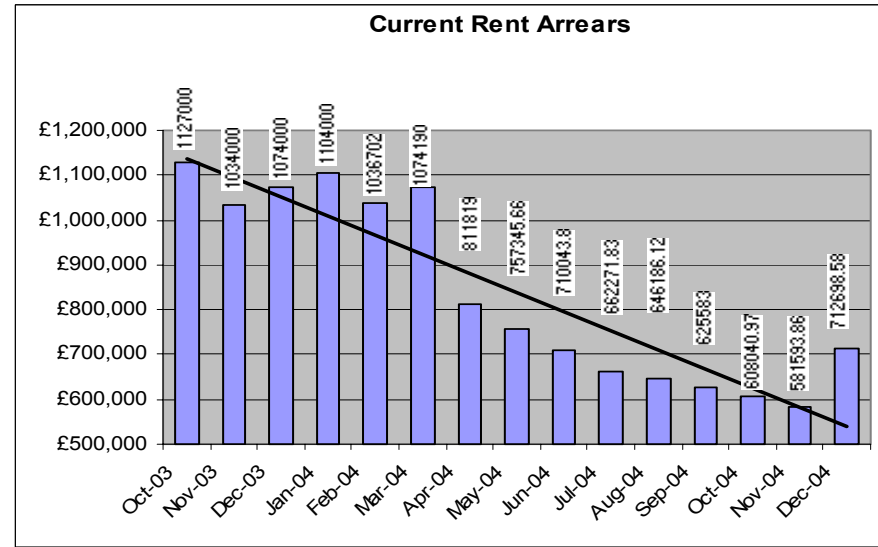
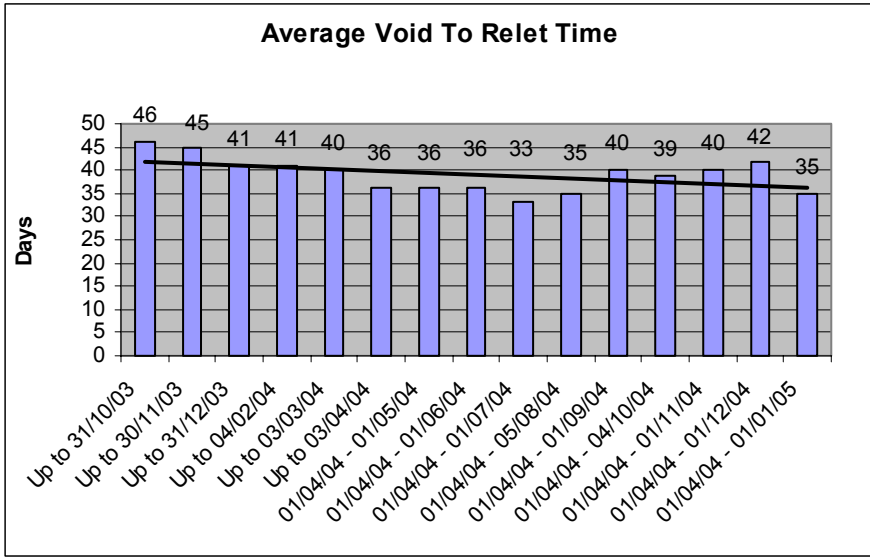
<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Continue to enhance leadership capacity.</li> <li>• Deliver Community Strategy</li> <li>• Implement Best Value Review of Leadership and Engagement Action Plan</li> <li>• Implement the recommendations of the 'Services for Older People' Best Value review</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and increase external customer base</li> <li>• Promote and identify alternative methods of service delivery</li> <li>• Implement recommendations of User Focus inspection</li> <li>• Complete delivery of LPSA (1) milestones</li> <li>• Initiate negotiation of LPSA (2)</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Continue to enhance community leadership across the council</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Community Strategy and LPSA</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• As above</li> </ul>	

**2. (B) EVERY SERVICE WILL SET OUT STANDARDS FOR DELIVERY OF SERVICE AND PERFORMANCE TARGETS TO IMPROVE SERVICES AS PART OF THE SERVICE PLANNING PROCESS**

**2.(B) i. HOUSING ACTIVITY**

**What we will do over the next three years**

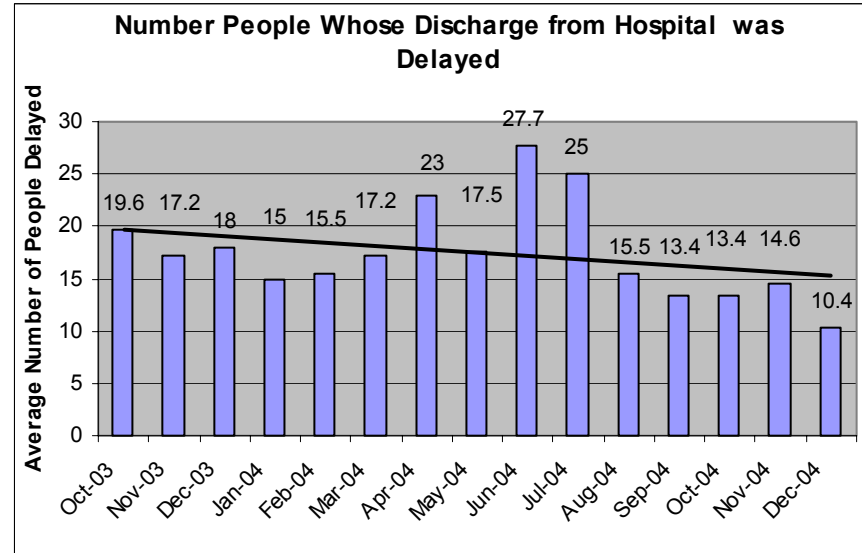
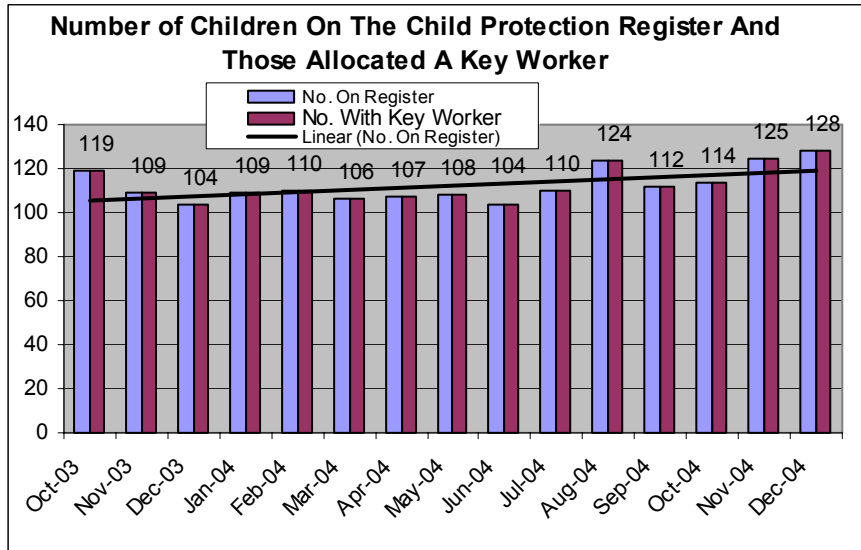
<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Reduce responsive repairs as a proportion of overall spend, with corresponding increase in planned repairs</li> <li>• Conclude the appraisal options for investing in the Council's stock and, if Arms Length Management Organisation (ALMO) is selected establish the new organisation and Board</li> <li>• Continue to implement a partnering approach to the building repairs contract</li> <li>• Complete building of extra care sheltered scheme</li> <li>• Commence three year sheltered housing strategy</li> <li>• Commence the implementation in Housing services of the Corporate Office Property Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Complete implementation of Housing Inspections recommendations</li> <li>• Complete the building of new affordable housing on the Council's surplus communal garage areas</li> <li>• Implement new caretaking and concierge service</li> <li>• Implement new approach to tenant/leaseholder/resident involvement</li> <li>• Introduce new allocations scheme and choice based Lettings</li> <li>• Aim to implement the Verification Framework for Housing Benefit</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• If stock transfer is selected establish Registered Local Landlord (RSL) and prepare for transfer of stock and staff</li> <li>• Consider out sourcing management of homeless hostels</li> <li>• Conclude the implementation in Housing Services of the Corporate Office Strategy</li> <li>• Review Estate Cleaning contracts and widen scope of work</li> </ul>	<ul style="list-style-type: none"> <li>• Establish partnership with Building Repairs Contractor (Morrison Facilities Ltd)</li> <li>• Introduce new homeless policy including support and prevention</li> <li>• Re – work housing strategy with closer link to economic regeneration</li> <li>• Review levels of housing need in the borough</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Stock transfer if ballot successful</li> <li>• Review RSL scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Submit new Housing Investment Strategy and a housing revenue account business plan</li> </ul>



## **2. (B) ii. SOCIAL CARE ACTIVITY**

### **What we will do over the next three years**

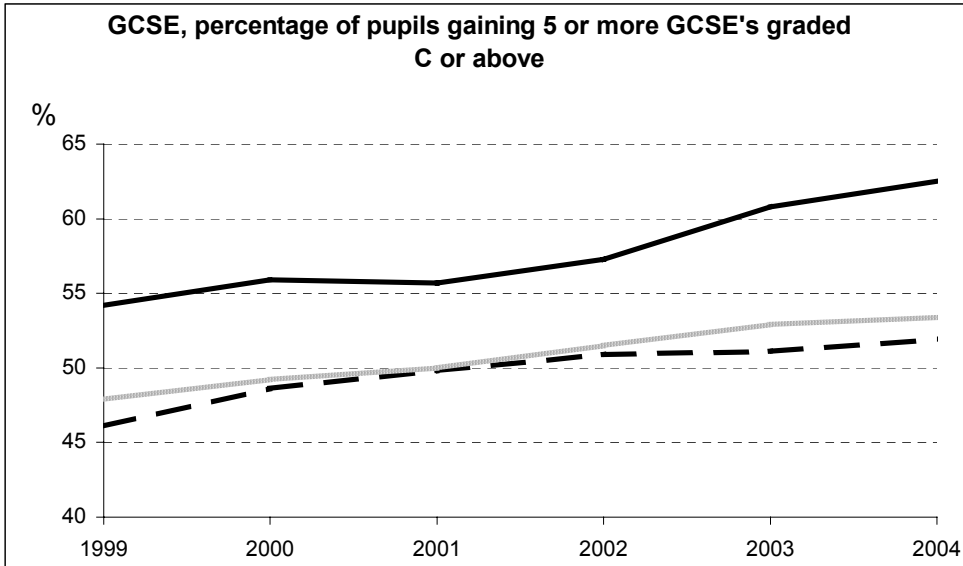
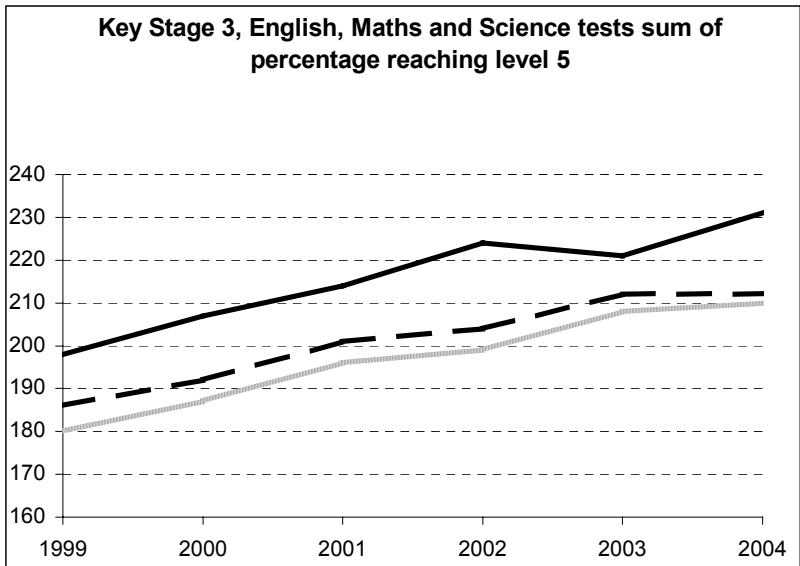
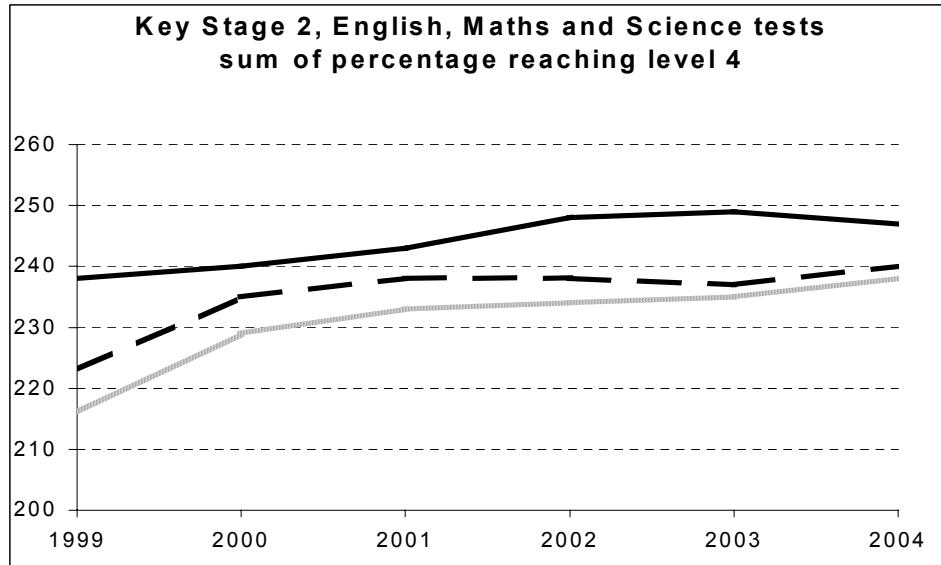
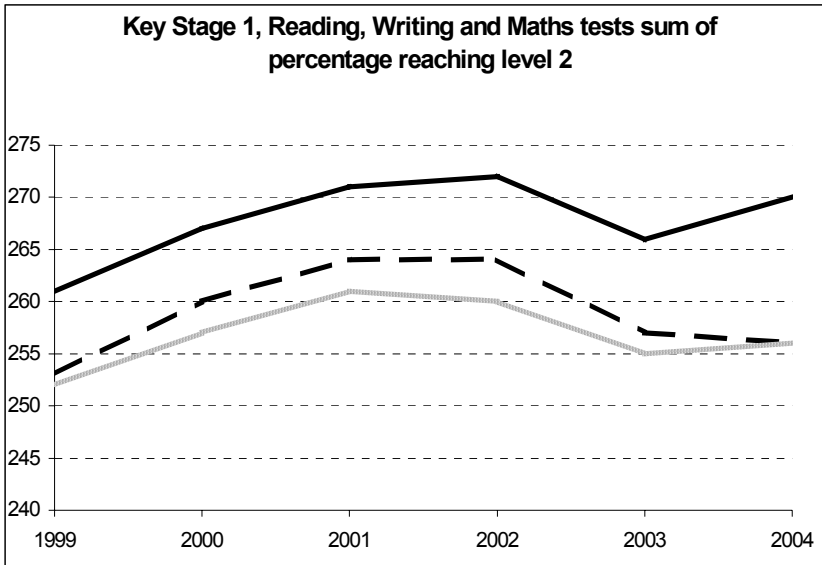
<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Improve demand-led budgets, notably Children's and Adults/Older People's placement budgets</li> <li>• Improve Social Services inspection score ('Star Rating')</li> <li>• Achievement of Local Public Service Agreement (LPSA) targets (Educational achievements of Looked After Children and Older People helped to maintain independence at home)</li> <li>• Improve Performance Assessment Framework (PAF) and Best Value (BV) performance indicators</li> <li>• Increase integration of activities with Primary Care Trust</li> <li>• Improvements in the quality, equality and cost-effectiveness of externally purchased care services</li> </ul>	<ul style="list-style-type: none"> <li>• Further improvements in the speed and quality of assessment work</li> <li>• Development of specific plans for Every Child Matters</li> <li>• Develop a commissioning strategy and robust contracting arrangements that demonstrate VFM for procuring domiciliary care</li> <li>• Work with Education on the integration of children's services across the borough</li> <li>• Implement the consultation on proposals for the borough's strategy for Every Child Matters and implement the agreed outcomes</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Integration of children's services across the Council</li> <li>• Establishment of extra-care sheltered housing unit</li> <li>• Completion of re-provision programme for accommodation for people with learning disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Further improvements in the quality, equality and cost-effectiveness of externally purchased care services</li> <li>• Maintain improvements in staff recruitment and retention</li> <li>• Continue to improve PAF and BV performance indicators</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Further improvements in the quality, equality and cost-effectiveness of externally purchased care services</li> <li>• Completion of re-provision programme for Older People's Homes</li> </ul>	<ul style="list-style-type: none"> <li>• Further improvements in staff recruitment and retention</li> <li>• Maintain Improvement in PAF and BV performance indicators</li> <li>• Creation of a Children's Trust</li> <li>• Continue to improve PAF and BV performance indicators</li> </ul>




## 2. (B) iii. EDUCATION

### What we will do over the next three years

<b>2005/06</b>	
<b>Description of High Level Action:</b>	
<ul style="list-style-type: none"> <li>• Improve integration of Education Directorate services supporting social inclusion by enhancing data gathering and analysis and by improving communications between service providers</li> <li>• Connexions - review contractual aspects of this service to ensure fit with Every Child Matters</li> <li>• Work with Social Services on the integration of children's services across the borough</li> <li>• Implement the consultation on proposals for the borough's strategy for Every Child Matters and implement the agreed outcomes</li> <li>• Develop and implement strategies to support the development of extended schools and multi-agency working to support the implementation of Every Child Matters</li> <li>• Guidance issued for the Director of Children Services &amp; Lead Member</li> </ul>	<ul style="list-style-type: none"> <li>• Implement on-going Workforce Remodelling with a focus on planning, preparation and assessment</li> <li>• Implement the agreed 14-19 strategy with schools, the colleges and other stakeholders</li> <li>• Undertake a service audit against the published framework for the inspection of children's services</li> <li>• Work with Social Services to achieve relevant LPSA targets</li> <li>• Implement the national strategies for primary schools and for secondary schools</li> <li>• Maximise capital investment in schools through effective asset management</li> <li>• Maximise funds available to schools through pass-porting, maximising grant and making submissions for external resources</li> <li>• Guidance issued for the Children &amp; Young People's Plan</li> <li>• Write a Children and Young People's Plan (2006-09)</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Continue to develop the children trust arrangements</li> <li>• Joint Area Review (replacing inspection by Ofsted)</li> <li>• Workforce remodelling</li> <li>• Co-ordination of school based locally provided services</li> <li>• Establish Children Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare 2007 Children and Young People's Plan</li> <li>• Implement the priority national targets and other indicators from Every Child Matter –outcomes</li> <li>• Implement LPSA (2) targets</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Continue to develop the children trust arrangements</li> <li>• Joint Area Review (replacing inspection by Ofsted)</li> <li>• Continue workforce remodelling</li> <li>• Co-ordination of school based locally provided services</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the priority national targets and other indicators from Every Child Matter outcomes</li> <li>• Establish Children Centres</li> <li>• Monitor delivery of LPSA (2) targets</li> </ul>

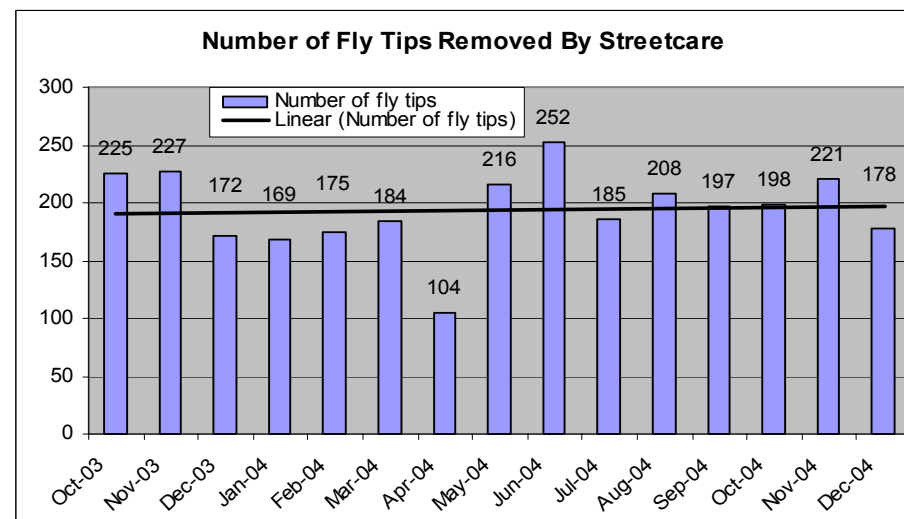
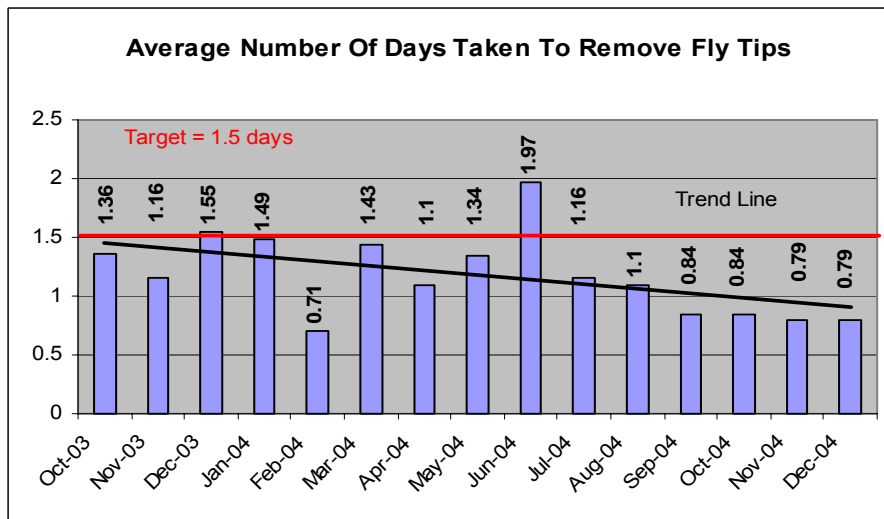
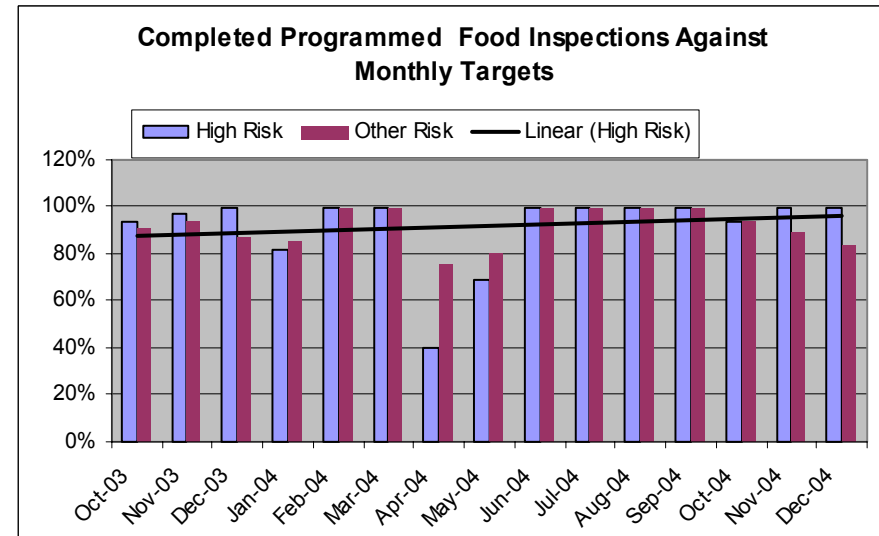
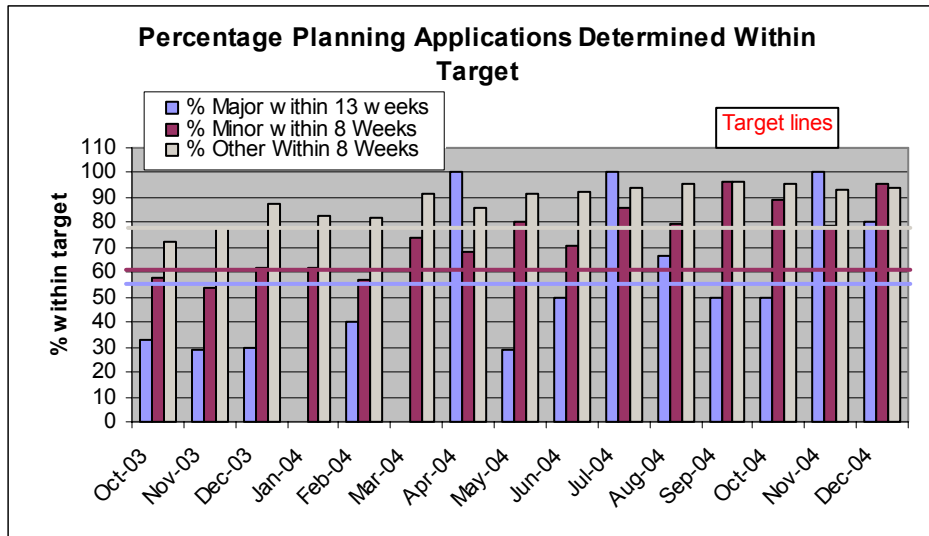


 **Havering**  
 **Statistical Neighbours**  
 **National**

## 2 (B) iv ENVIRONMENTAL ACTIVITY

### What we will do over the next three years

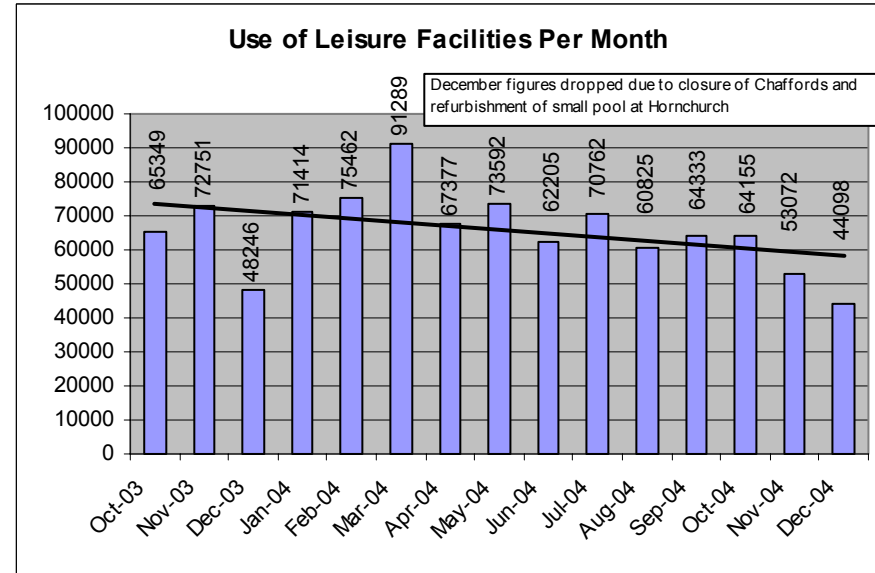
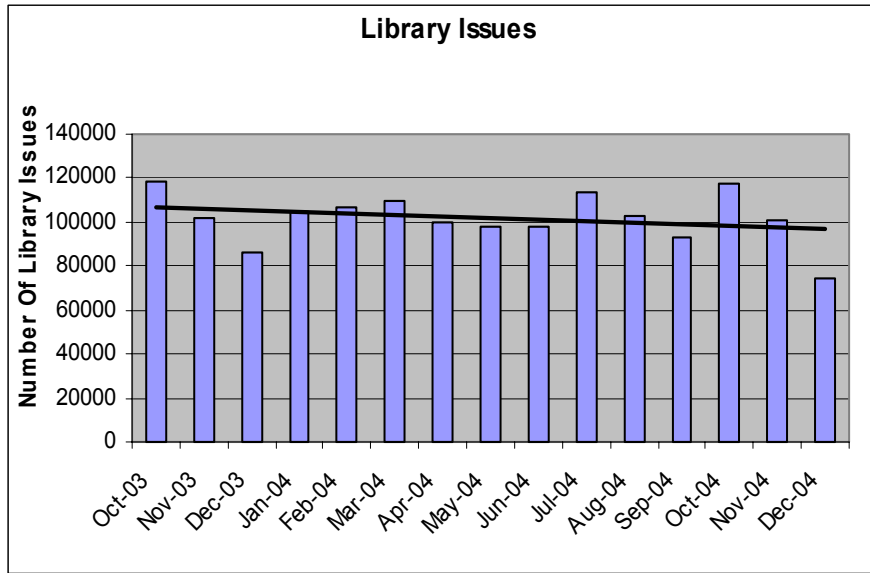
<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Meet or exceed national targets for Waste recycling</li> <li>• Undertake procurement process for Street Cleansing and Verge Maintenance</li> <li>• Implement the transitional arrangements for the Licensing Act and the revised Food Standards Agency Food Safety Act 199.</li> <li>• Achieve ISO 14001 for Transport Services</li> <li>• Achieve SAP rating 50 (domestic energy efficiency) of the Council's LPSA 2005/06</li> <li>• Determine future needs for burial land and initiate action to secure</li> <li>• Apply criteria for three-year programme H&amp;S spend and production of annual Safety Management System</li> <li>• Help to make UDC work for Thames Gateway</li> <li>• Implement Audit Commission recommendation of Planning service</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the community perception of StreetCare by improving the quality of cleansing and verge maintenance'</li> <li>• Development of an agenda to improve public health of the community with Havering PCT</li> <li>• Act on outcomes of national and regional strategies for Consumer Direct Helpline</li> <li>• Develop LPSA round 2 target based on "sustainable energy" and "Fuel Poverty Strategy"</li> <li>• Obtain accreditation under Charter for the Bereaved</li> <li>• Review Havering's Major Emergency Plan in light of Civil Contingencies Act (CCA) and outcome of live exercise</li> <li>• Prepare strategy to combat doorstep crime</li> <li>• Continue to improve performance of Planning Control and Enforcement to exceed 2004/05 BVPI 109 targets</li> <li>• Meet e-government targets for Planning</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Achieve an overall level 3 for the Environment block of the Comprehensive Performance Assessment (CPA)</li> <li>• Complete tendering process for additional StreetCare services</li> <li>• Complete the final phase of the APC re-provision</li> <li>• Implement the fully revised Food Standards Agency Food Safety Act 1990</li> <li>• Continue to improve performance of Planning Control and Enforcement to exceed 2005/06 BVPI 109 targets</li> </ul>	<ul style="list-style-type: none"> <li>• 23% of household waste recycled or composted by March 2007</li> <li>• Shanks East London complete building of the 'Bio-MRF' on Frog Island in September 2007</li> <li>• Take full enforcement responsibility, post transition, for the provisions of the Licensing Act</li> <li>• Introduction of a Noise Service Plan</li> <li>• Complete (2<sup>nd</sup> year) H&amp;S review programmes</li> <li>• Act on outcomes of national strategy for e-TSN</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Take full enforcement responsibility, post transition, for the provisions of the Gambling Act</li> <li>• Extend partnership working with other North East London TS Services. (Along the same lines as the Metrology Partnership).</li> <li>• Complete implementation of the provisions of the CCA Category One and Two Responders</li> <li>• Continue to improve performance of Planning Control and Enforcement to exceed 2006/07 BVPI 109 targets</li> </ul>	<ul style="list-style-type: none"> <li>• Control the environmental health impacts associated with major infrastructure developments</li> <li>• Reviewing the Private Sector Housing Strategy in light of new stock condition and housing needs surveys</li> <li>• 100% of memorial safety inspections complete</li> <li>• Achieve Final Year spend against three-year Health &amp; Safety programme</li> <li>• Re-launch Health &amp; Safety review programme</li> </ul>



## 2 (B) V. CULTURAL SERVICES –

### What we will do over the next three years

<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Increase opportunities for leisure activities</li> <li>• Capital investment to radically improve Parks</li> <li>• Refurbish libraries</li> <li>• Achieve Green Flag status for 3 individual parks</li> <li>• Develop &amp; implement an improved Performance Management system for all cultural services activities</li> <li>• Develop &amp; implement an improved integrated customer response system for all cultural services activities linked to Corporate Call Centre</li> <li>• Develop proposals for Romford Ice Rink site</li> </ul>	<ul style="list-style-type: none"> <li>• Performance management of Parks &amp; Open Spaces – integrate with Corporate Call Centre</li> <li>• Develop &amp; start implementation of a Cultural Strategy for Havering</li> <li>• Improve management arrangements for Queens Theatre &amp; other Arts services</li> <li>• Identify improvements to cultural &amp; leisure provision in the southern part of the Borough</li> <li>• Implement a strategic approach to the management of Parks &amp; Open Spaces</li> <li>• Achieve outsourcing of Havering Leisure Direct</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Increase opportunities for leisure activities</li> <li>• Capital programme to improve parks</li> <li>• Refurbish libraries and open local service centres</li> <li>• Improve stock management in Libraries</li> <li>• Market test Grounds Maintenance Service</li> <li>• Obtain national accreditation (QUEST) for Sports Development in Havering</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve further 3 Green Flag awards for Parks</li> <li>• Secure funding for refurbishment of Langtons</li> <li>• Improve customer satisfaction for Customer Service activities to upper quartile nationally</li> <li>• Secure partners &amp; funding for development of Romford Ice Rink site &amp; leisure facilities for southern part of Borough</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Achieve further 3 Green Flag awards for Parks</li> <li>• Implement proposals for Romford Ice Rink site</li> <li>• Implement proposal for improved leisure provision for southern part of the Borough</li> </ul>	<ul style="list-style-type: none"> <li>• Increase opportunities for leisure activities</li> <li>• Capital programme to improve parks</li> <li>• Refurbish libraries and open local service centres</li> <li>• Improve stock management in Libraries</li> </ul>



### 3. To make Havering a better place in which to live and work

#### 3.(A) REGENERATE THE BOROUGH AND ENHANCE ITS TOWN CENTRES

What we will do over the next three years

<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Implement recommendations of 'Making Havering a Better Place in which to Live and Work' best value review</li> <li>• Complete and implement recommendations of the 'Services to the South of the Borough' Best Value review</li> <li>• Encourage business and improve economic opportunities Havering</li> <li>• Support the Regeneration of London Riverside</li> <li>• Continue to promote the regeneration of Romford Town Centre</li> <li>• Promote area based improvements in district centres and priority locations</li> <li>• Replace existing serviced automated toilet facilities with modern/disabled accessible facilities</li> <li>• Promote the cultural and economic regeneration of Hornchurch</li> </ul>	<ul style="list-style-type: none"> <li>• Attract additional external funding to Havering</li> <li>• Develop and support the voluntary and community sector in Havering, and promote high priority community initiatives</li> <li>• Pursue a proactive strategy to meet the property requirements of the Council (i.e. Corporate Office Property Strategy) and the community, and to improve the management of the Council's assets</li> <li>• Develop &amp; consult the statutory planning for the borough through the Local Development Framework</li> <li>• Formally adopt the Local Implementation Plan (Transport Strategy for the borough)</li> <li>• Combat fraud</li> <li>• Ensure co-ordination of benefit awareness campaigns</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Encourage business and improve economic opportunities.</li> <li>• Support the Regeneration of London Riverside</li> <li>• Continue to promote the regeneration of Romford Town Centre</li> <li>• Promote area based improvements in district centres and priority locations</li> <li>• Continue to implement recommendation of 'Making Havering a Better Place in which to Live and Work' best value review</li> <li>• Adopt the Local Development Framework</li> <li>• Maximise the benefit of the borough and strategic public transport infrastructure proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to attract additional external funding to Havering</li> <li>• Pursue a proactive strategy to meet the property requirements of the Council and the community, and to improve the management of the Council's assets</li> <li>• Continue to develop and support the voluntary and community sector in Havering, and promote high priority community initiatives</li> <li>• Promote Benefits system</li> <li>• Maximise transport grant funding from Transport of London to implement Local Implementation Plan proposals</li> </ul>

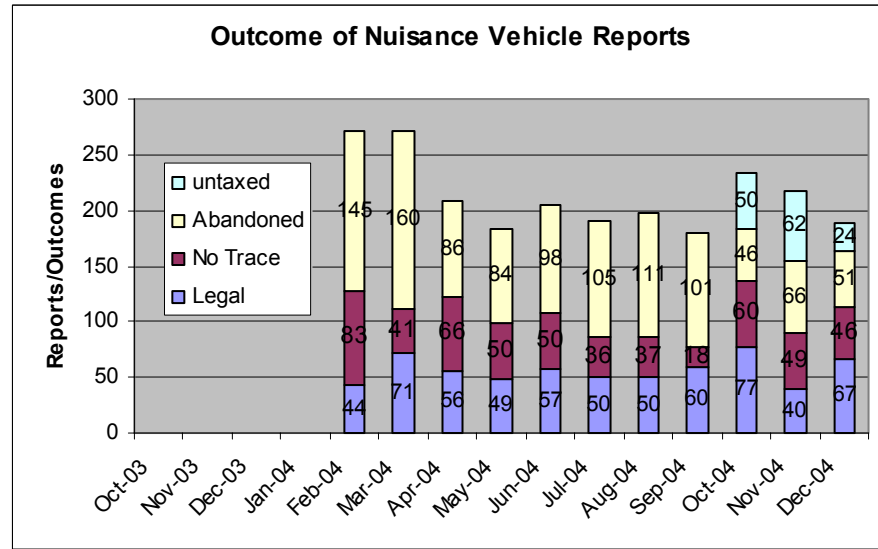
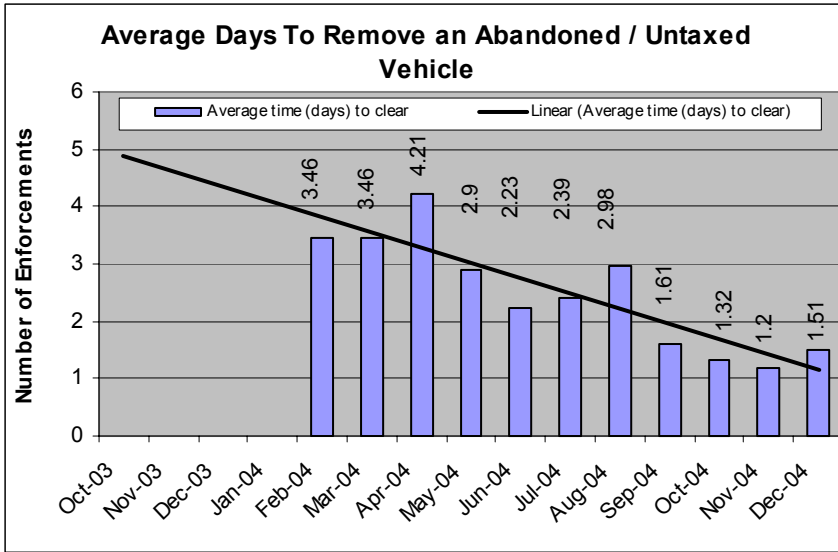
**2007/08**

- Continue to encourage business and improve economic opportunities
- Support the Regeneration of London Riverside
- Continue to promote the regeneration of Romford Town Centre
- Promote area based improvements in district centres and priority locations
- Lead role in benefit promotion
- Continue to attract additional external funding to Havering
- Continue to develop and support the voluntary and community sector in Havering, and promote high priority community initiatives
- Continue to pursue a proactive strategy to meet the property requirements of the Council and the community, and to improve the management of the Council's assets
- Implement the Local Development Framework
- Maximise the benefit of the borough and strategic public transport infrastructure proposals

### 3.(B) IMPROVE THE QUALITY OF THE LOCAL ENVIRONMENT AND PUBLIC PLACES

#### What we will do over the next three years

<b>2005/6 – 2007/8</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Improve the quality of the street scene by removing clutter, maintaining cleansing frequencies and deploying appropriate resources to priorities</li> <li>• Use effective publicity and pilot StreetCare Wardens to deter nuisance and enviro crime such as dog fouling, dropping litter, flyposting, etc</li> <li>• Undertake effective marketing drive for services e.g. Badge services with public realm logo (uniforms, equipment/ vehicles)</li> </ul>	<ul style="list-style-type: none"> <li>• Thames Chase Forest Centre to be opened</li> <li>• Install attractive street furniture and landscaped features of streets</li> <li>• Further capital improvements to footpaths' infrastructure and furniture</li> <li>• Improve footpath signage to help public access (BVPI 178)</li> <li>• Ensure environmental sustainability features strongly in the revised Community strategy</li> <li>• Replace existing serviced automated toilet facilities with modern/disabled accessible facilities</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Prepare Rights of Way Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve an improved level of parking compliance (bus lanes, around schools etc)</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• To have achieved on-street camera enforcement operations for the management of moving traffic parking contraventions</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure effective performance management of the StreetCare service provider/s whether internal or external</li> </ul>

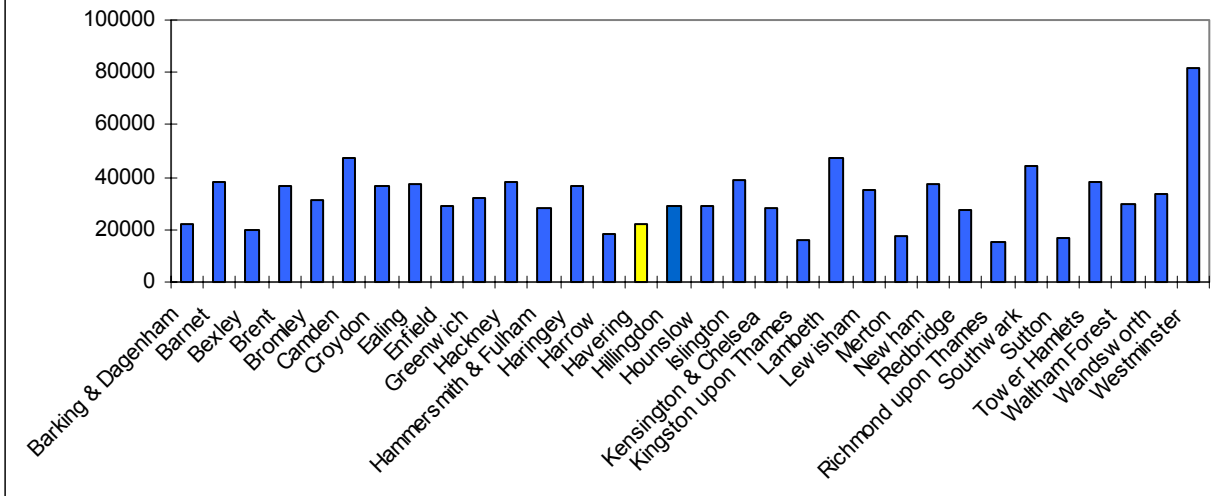


### 3.(C) PROMOTE COMMUNITY SAFETY

#### What we will do over the next three years

<b>2005/06</b>	
<b>Description of High Level Actions</b>	
<ul style="list-style-type: none"> <li>• Develop Strategy to deal with Priority and Persistent Offenders</li> <li>• Reduce overall vehicle crime within the borough</li> <li>• Develop protocols between CCTV and Mobile Patrols with Police</li> <li>• Work with the Police and community to reduce burglaries within the borough</li> <li>• Develop a Community Safety Strategy 2005-08</li> <li>• Develop early warnings systems to identify new crime trends</li> <li>• Ongoing review, development and implementation of current strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the Police and community to reduce burglaries within the borough</li> <li>• Develop option appraisal for CCTV and Mobile Patrols</li> <li>• Extend CCTV coverage to minor shopping centres and other areas (subject to capital funding approval)</li> <li>• Continue to embed risk management</li> <li>• Provide capacity building to implement the Anti Social Behaviour (ASB) agenda</li> <li>• Develop domestic violence strategy for 2005-2008, including introduction of new cross service Domestic Violence BVPI.</li> <li>• Audit 'Hate Crime' within Havering</li> </ul>
<b>2006/07</b>	
<ul style="list-style-type: none"> <li>• Fully implement doorstep crime strategy.</li> <li>• Provide briefings on crime and disorder to other partners</li> <li>• Increase the willingness of victims to report Race Hate Crime</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Advice and guidance on Section 17 of the Crime and Disorder Act 1998</li> <li>• Reduce repeat victimisation in domestic violence</li> </ul>
<b>2007/08</b>	
<ul style="list-style-type: none"> <li>• Reduce ASB incidents reported to the Council and Police</li> </ul>	<ul style="list-style-type: none"> <li>• To have achieved on-street camera enforcement operations for the management of moving traffic parking contraventions</li> </ul>

**All London Borough Total Number of Offences for the previous 12 Months  
January 2004 to December 2004**



## How The Council Will Use Resources Effectively To Deliver These Priorities

Over the next year the Council will be spending some £263m (excluding provision for council housing) on key services for local people. The budget has been set at a time of significant change including increasing budgetary pressures and changes in government funding methodology. In order to ensure the Council uses the money it has in the best way, it has adopted a medium term financial strategy, which seeks to look at its likely finances over the next three years, the pressures to be faced and how it can improve service delivery to save money.

Over the last year, the Council has taken a hard look at how it conducts its business and has identified a package of savings that amounts to £4.8m. In the main these take the form of efficiencies and have a limited effect on frontline services. Instead the Council has identified better ways of working including partnerships, ending duplication and reviewing services that are no longer priorities so that the focus can be on those which the residents have said the Council should concentrate on.

As a result of what residents told us about priorities, next year the Council will be investing:

- £1.5m to support improvements to roads
- £1m in parks and sports centres.
- Continued support to StreetCare of £800k
- £75,000 in environmental health.
- £6m directly in schools.
- £900,000 to support older people to live independently.
- £975,000 to support the most vulnerable children.
- £75,000 to keep the borough one of the safest in London.

## Supporting Plans And Strategies – Delivering the Council’s Values

The Council’s integrated planning and performance management framework covers all its business. The main components of this are shown below. These are available on the intranet and are frequently updated in the light of circumstances.

Havering’s Community Strategy	Sets out the ambitions for Havering (following extensive consultation) and multi-agency actions to meet them.	2002 -.2007
LBH Council Plan: <ul style="list-style-type: none"> <li>• Corporate Development Plan</li> <li>• Best Value Performance Plan</li> <li>• Medium Term Financial Strategy</li> </ul>	Sets out direction of Council and priority areas of change Reports on performance and set targets for future Sets out resourcing plans to support Council policy	2005 – 2008
		2005 - 2008
		2004 – 2008
Functional Plans	Separate documents setting out in detail the Council’s strategy and policy for a number of areas	
Statutory Plans	These are required by Government	
Service Plans	These set out at Head of Service level how the Council’s priorities and services will be delivered	
Personal Development Performance Appraisals	This is the process by which each Council employees knows what they have to do to deliver the Council’s vision and how their performance will be monitored.	

These plans are underpinned by the Council’s values.

### The Council’s Values

- Put people first
- Ensure local people receive good services
- Use residents’ money effectively to provide services local people want
- Work closely with communities and other organisations to ensure good services for the public
- Show care and respect for customers, citizens and staff
- Promote equality
- Learn, innovate and improve to give Havering’s public the quality services they deserve.

Further details on these values are set out in supporting corporate strategies, which all services must take into account when developing and delivering services:

Communication Strategy (Contact: Jonathan Owen. Tel. 01708 432074)

Community Safety Strategy (Contact: Heather Bonfield. Tel 01708 432059)

Response to the Comprehensive Performance Assessment (Contact: Jonathan Owen. Tel. 01708 432074)

Customer Care Strategy. (Contact: Dylan Champion. Tel. 01708 432532).

Environment Strategy. (Contact: Peter Williams. Tel. 01708 432585).

Commitment to Equality and Diversity. (Contact: Gladys Cubberley Tel. 01708 432120).

Health and Safety Policy. (Contact: Ray Stephenson. Tel. 01708 434320).

Implementing Electronic Government Strategy. (Contact: Ray Whitehouse. Tel. 01708 432226).

Property Strategy. (Contact: Garry Green. Tel. 01708 432566).

Risk Management Strategy. (Contact: Mike Stringer. Tel. 01708 432101).

Medium Term Financial Strategy (Contact: Mike Stringer. Tel. 01708 432101).

Community Strategy (Contact: Jonathan Owen. Tel. 01708 432074)

## **CONTRACTS STATEMENT**

### **(Code of Practice on Workforce matters in local government service contracts)**

Contracts involving a transfer of staff were awarded during 2004/2005.

The council does, however, certify that workforce matters within each, such, contract are being handled in accordance with best value requirements and in compliance with the transfer of undertakings (Protection of Employment) Regulations ("TUPE"). The Council is ensuring that either admission body status is secured for the external provider/contractor (allowing the transferred staff to remain in the Local Government Pensions Scheme post the transfer) or that the provider/contractor provides a comparable pension for the transferred staff.