Welcome to our Annual Report 2013/14

The Annual Report 2013/14 provides an overview of the innovative projects and service improvements that have taken place in Havering against a backdrop of organisational change and financial challenge over the financial year 2013/14. With a new budget to be set in 2014/15, these difficulties are likely to continue and we will need to refresh our priorities and vision for the Borough, to address the challenges ahead.

The Council made great progress in 2013/14 to ensure Havering is an even more pleasant and safe space to live, work and visit. As well as opening up green spaces for the community to enjoy, strong partnership working on innovative night time projects has made the Borough a safe and welcoming space.

Working with education providers and other local partners throughout Havering, the Council has also continued to develop high quality curriculum pathways. For example, an additional £30m in Government grants means that planned expansions to existing schools will meet the increasing demand for primary school places. Vulnerable young people also continue to be supported throughout the Borough with 13 providers approved in 2013/14 to deliver accredited vocational, core and personal and social development courses to re-engage students at risk of permanent exclusion.

Plans to boost local trade and encourage more visitors to Havering have also been successful over the last year. As well as completing the ambitious Hornchurch High Street regeneration scheme in July 2013, building work started on the long-awaited Rainham Library, creating more than 1,200 square metres of expanded state-of-the-art library facilities. Significant restoration work is also underway throughout the Borough with £1.5m secured for Rainham Hall and over £2m for Longtons Estate.

The Council has made significant progress in enabling adults to be independent for as long as possible and improving services for the Borough’s most vulnerable families and children. For example, in addition to the Help Not Hospital initiative that provides low level interventions, Dreywood Court now offers nearly 100 homes to residents over 55 years old and has been designed to meet the needs of residents as they get older.

As well as delivering these exciting projects, the Council has been working hard to protect frontline services by reviewing back office functions and making savings wherever possible. In 2013/14, Havering Council linked up with Newham Council on the oneSource initiative to share back-office operations, such as human resources and procurement. This is expected to save millions of pounds in the years ahead and reduce duplication of services.

Our successes have been recognised over the last year through a clutch of industry awards. For example, in addition to achieving nine Green Flag Awards and nine London in Bloom Awards, Rainham Marshes was the only UK project to receive a special mention in the Eighth Award of the European Prize for Urban Public Space. The Council’s Fuel Poverty Programme, which reached over 700 residents at risk of fuel poverty, was also a finalist in the ‘Delivering Better Outcomes’ category of the MJ Awards 2014.
The London Borough of Havering is situated in the North East of London and is home to 242,080 people, including the highest proportion of older people in London, according to the Office for National Statistics. At around 40 square miles, it is the third largest borough in Greater London. Romford is the Borough’s largest town and other urban centres include Hornchurch, Upminster and Rainham. The Borough is mainly characterised by suburban development with large areas of protected open space and more than half the Borough is designated as greenbelt land.

A breadth of data, information and research about the Borough can be found on our Data Intelligence Hub at www.haveringdata.net

During 2013/14, we aimed to deliver a better quality of life through five goals:

- **Environment**
  - to ensure a clean, safe and green Borough

- **Learning**
  - to champion education and learning for all

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

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

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

We want Havering residents to 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.

Since 2010, Government action to cut the deficit has meant councils have much less money to spend, and as a result the relationship between public services and local communities has changed.

In response to this, the Council launched a wide-ranging transformation programme to deliver its ambition for the Borough in a more efficient and focused way whilst remaining fair to the people who rely on the Council for support. The Council has now started to look towards 2018 and how the organisation may need to change in the future to meet resident needs in light of further projected funding cuts from Government. Through careful strategic planning we will continue to review how we deliver services whilst ensuring the best outcomes for local people.
Environment

The Council has made great progress in making the Borough an even more pleasant and safe place to live, work and visit this year by listening to residents and addressing their key priorities and concerns. Working with both local people and our partners, the Council has continued to open up green spaces for the community to enjoy, reduced crime and promoted sustainable practices to help our residents and businesses save money.

Green Town

Thousands of new trees, plants and shrubs have been planted throughout Havering as part of the Cleaner Havering campaign. In the Spring Clean 2013 survey, residents told us that they wanted more greenery outside their homes and so 158 trees have been planted to brighten up our town centres and residential areas. In addition, over 3,000 new plants and shrubs have been planted, comprising of 39 different species. Each planting bed provides shelter, a nectar source and breeding habitat for a wide range of birds, mammals and insects.

National Cycle Network Extension

The introduction of a 13 mile extension to the National Cycle Network, comprising of mostly off-road paths, has made it easier and safer for cyclists to travel within the Borough. The £2m project between the Council and sustainable travel charity Sustrans has been funded by the Big Lottery Fund, Veolia Havering Riverside Trust and Transport for London. An additional £600,000 of funding from Transport for London will provide a number of safer cycling projects over the next three years to encourage residents to explore the Borough.

European Prize for Urban Public Space

Rainham Marshes was one of four projects to receive a special mention in the Eighth Award of the European Prize for Urban Public Space. Shown in an exhibition in the Centre of Contemporary Culture of Barcelona, Rainham Marshes was the only UK project to receive the European recognition. The Prize’s international jury considered 274 projects from 30 European countries and awarded two joint winners and four special mentions. Judges were particularly impressed by the well conserved natural richness of Rainham Marshes and its accessibility to Londoners. The Council received a special plaque as one of its developers.

Opening up green spaces

Reducing crime

‘Grip & Pace’ Information Hub

By working effectively with partners, the Council have been able to maintain one of the lowest crime rates in London and make people feel safer. The new ‘Local Policing Model’ has seen an additional 54 police officers deployed on the Borough’s streets. This means that at any one time Havering has over 100 Safer Neighbourhood officers, 125 officers responding to emergencies and 82 officers involved in complex investigations. As part of this model, a new dedicated ‘Grip & Pace’ information hub in Romford Police station has been linked to the Council’s CCTV system, providing senior officers with the latest intelligence to coordinate police activities more effectively.

Report it!

In Spring 2014, a new online reporting service was launched on the Council’s website to track a wide range of problems from fly-tipping to dog mess. The new facility comes with an interactive map, making it possible to point to the exact location of the problem and report the issue. By signing up for an account on www.havering.gov.uk/reportit problems can be quickly reported and their progress easily monitored.

Safe and Sound Project

With tighter funding streams now in place, the Council had to work innovatively to manage the night time economy in Romford to reduce both the volume of crime and the fear of crime in the Town Centre. Innovative night time projects, such as Street Triage and Street Pastors, ensure that the 11,000 18 to 25 year olds visiting the Town Centre on Thursday, Friday and Saturday nights are safe and the area is welcoming to all sections of the community.

Garage Sites Project

To address the crime and antisocial behaviour arising from the under-used and derelict garages in the Borough, the Council demolished these dilapidated buildings and by December 2013 had used the space to create 139 much needed new homes for local people. In total, 56 garage sites achieved planning consent to deliver the new homes and the Council utilised modern methods of construction in order to speed up the delivery of the new houses, maximise value for money and minimise disruption caused by construction.
Promoting sustainable practices

Green Points Scheme

The Council's Green Points Scheme was the first of its kind in London when it launched in January 2014. The scheme awards green points to households for reducing the amount of waste they throw away and for recycling more. The points can be donated to local charities and community projects or spent online, with over 1,000 products, vouchers and experiences to choose from. The £1m scheme is funded by the Department for Communities and Local Government.

Fuel Poverty Programme

Following a successful street lighting pilot in twenty streets across the Borough, approval was given to convert 6,500 street lights to energy efficient LED lights in 2014/15. Not only does this have projected savings of over £153,000 but will also reduce our CO2 emissions by over 800 tonnes each year. The Council’s Fuel Poverty Programme, which helps residents who are struggling to afford their fuel bills, was a finalist in the ‘Delivering Better Outcomes’ category of the MJ Awards 2014. The programme helps residents to stay warm and healthy in their homes while finding ways to reduce their energy costs. In 2013/14, the Council reached over 700 residents who were at risk of fuel poverty. Services include providing a befriending service, accessing grants for boilers and insulation for eligible residents, finding cheaper energy tariffs, and providing cold alarms, warm packs and home advice visits.

Our performance in 2013/14

- Proactive monitoring has resulted in the removal of 3,620 fly tip incidents
- Three in four residents (75%) feel local streets are clean and tidy
- There were 357 fewer burglaries reported (2,396 in 2013/14)
- There were 1,224 fewer anti-social behaviour crimes reported (6,748 in 2013/14)
- A third of all household waste (33%) was sent for reuse, recycling and composting
- Local Authority greenhouse gas emissions reduced to 21,243 tonnes

AWARD SUCCESS

European Prize for Urban Public Space
Rainham Marshes (Special Mention)

MJ Awards 2014
Fuel Poverty Programme – ‘Delivering Better Outcomes’ category (Finalist)

Green Flag Awards
Bedfords Park, Cottons Park, Harold Wood Park, Hylands Park, Lawns Park, Lodge Farm Park, St Andrews Park, Upminster Park

London in Bloom Awards
Country Park of the Year (Gold), Large Park of the Year (Gold), Park of the Year (Gold), Business Improvement District (Silver Gilt), Small Park of the Year (Silver Gilt), Large Cemetery (Silver Gilt), The London in Bloom Borough of the Year 2013 (Silver Gilt), Large Cemetery (Bronze), Best Horticulture Display on the Public Highway (3rd prize)
Learning

To ensure our young people get the best possible choice of career and study opportunities, the Council has continued to commission high quality curriculum pathways incorporating academic and vocational options. Working with education providers and other local partners in the Borough, the Council has continued to develop first class learning opportunities, create innovative programmes to improve skills development and reduce the adult skills gap.

First class learning opportunities...

New School Places

The Council has received an additional £30m in Government grants to enable us to provide enough primary school places in the future, despite increasing demand. This funding will continue to be put towards planned expansions to existing schools, with the Council providing 23 new classrooms for the next academic year. Other future plans include working with Free Schools, to encourage them into the Borough and split site expansions, using additional sites to provide more space for new classrooms.

SMART Technology

The Library Service has become one of the first in the country to invest in the new SMART table technology as part of the wider Literacy Strategy. With one table already located at Romford Library, it’s the first 42” HD, LCD multi-touch, multi-user interactive learning technology of its kind that promises to get people excited about learning. The SMART table allows up to eight people to use it at one time and comes with 1,500 ready-made activity packs that encourage shared learning. It is also compatible with 3D multi-media content and has applications that are specifically designed to support children and young people with autism.

Quality Assurance Framework

The Council has successfully developed and implemented its robust Quality Assurance Framework in collaboration with its Local Authority colleagues from across East London. This ensures external provisions across the area offer suitable, safe and stretching learning environments for vulnerable pupils at Key Stage 4.
Our performance in 2013/14

- Every 3 and 4 year old had access to an early education entitlement place if their parents wished with over 1.9 million hours of this free entitlement taken up in 2013/14
- Early Years Education was accessed by 736 two-year old children from more disadvantaged backgrounds
- All schools have more than 60% of students achieving Level 4 or above in Maths and English in KS2
- 80% of primary schools and 75% of early education and childcare places in Havering are now rated as good or outstanding by OFSTED
- 643 apprentices were recruited in the last academic year
- Participation levels remain high with only 4.1% of 16-19 year olds not in education, employment or training
- In 2013/14, Havering had the best record in England for the fewest fixed term exclusions of children with statements
- In 2013/14, Havering had the third lowest number of appeals to the Special Needs Tribunal in London

Reduced adult skills gap...

Raising Participation Age

From September 2013, all young people have a duty to participate in full time education or training until their 18th birthday. The Council has delivered a Raising Participation Age campaign to increase awareness about the change in the law and a “Moving On” transitions event at Harrow Lodge Sports Centre. The event brought together 28 exhibitors who showcased local opportunities to over 2,400 young people and 400 parents.

Community Learning Review

With large numbers of residents accessing community learning, the Council was keen to find ways to sustain and improve provision for residents, particularly the vulnerable, in a cost-effective way. A Community Learning Planning Group, made up of the five Council education providers in Havering, undertook a strategic curriculum review of adult learning in the Borough. Working alongside other non-Council providers, such as HAVCO and Havering Museum, the review identified and addressed areas of duplicate provision to ensure community learning was cost-effective. To promote the quality courses available, the group also supported Adult Learners Week and distributed over 1,200 prospectuses to residents.

Innovative development programmes...

Junior Citizenship Scheme

The Community Safety Team, in partnership with the Metropolitan Police, coordinated the Junior Citizenship scheme for Year 6 students in Havering, reaching more than 1,065 students from 19 primary schools. The scheme brought together a number of partnership agencies and local authority services to teach young people important life skills. Agencies and staff donated their time to discuss topics such as healthy eating, staying safe on public transport, first aid, protecting the environment, dangers of substance misuse, cyber bullying and fire safety.

‘Chamber Tots’ Programme

The Havering Music Education Hub has developed cultural partnerships over the last year with several Arts Council National Portfolio Organisations. This provides an opportunity for students to participate in the Wigmore Hall Learning Trust’s ‘Chamber Tots’ programme. This programme allows Havering schools priority booking for London Symphony Orchestra school concerts and to school matinées at the Royal Opera House, with several schools making this a regular part of their cultural programme. Working in partnership with the Royal Opera House, London Symphony, London Chamber and Grand Union Orchestras has also given opportunities to players of all instruments at various standards.

Alternative Provision

The Council has successfully developed a range of alternative provision with 13 providers approved to deliver 24 different sectors across the Borough. All providers deliver accredited vocational, core and personal and social development courses. The programmes have enabled 327 vulnerable students to re-engage into practical learning options where they would otherwise have been at risk of permanent exclusion.

Innovative development programmes...
Regenerating towns…

Hornchurch High Street

The Council’s ambitious plan to boost local trade and encourage more visitors to Hornchurch High Street was completed in July 2013 and has been ‘Highly Commended’ in the Urban Transport Design Award. The £3m scheme, funded by Transport for London, has helped create a brighter and more accessible High Street to bolster the town against the challenges that small shops and town centres face from online retail and out-of-town shopping centres.

Harold Hill Ambitions: Dagnam Park

The aspiring Harold Hill Ambitions regeneration programme continues to transform the quality of life for Harold Hill residents with Dagnam Park Local Nature Reserve set to double in size. The diverse wildlife site is set to gain 190 acres, bringing it to around 345 acres in all, and will preserve and enhance nature conservation and biodiversity.

Rainham Compass: The Broadway

Building work started on the long-awaited Rainham Library to create more than 1,200 square metres of expanded state-of-the-art library facilities. Described by London’s Deputy Mayor for Housing as “a real triumph of innovative green design and a fantastic example of what is possible”, the £5m project includes over £2m of funding from the Mayor of London and plays a big part in the Rainham Compass project to improve the quality of life for local people.

Romford Leisure Development

The Romford Leisure Development is a key part of the Council’s long-term plans to transform the face of the town centre and revitalise the local economy. The scheme has won the approval of the Council’s Regulatory Services Committee as well as the Greater London Authority (GLA) and the Secretary of State for Local Government and Communities.

Towns & Communities

The contribution and involvement of local people is essential to ensuring a thriving Borough. With this in mind, the Council has continued to encourage local people to play an active part in shaping their communities and the places where they live. In the last year, towns have been regenerated to provide opportunities for investment, residents have come together to celebrate Havering’s heritage and community services have been developed to meet local needs.
Over three quarters (76%) of residents are satisfied with the area as a place to live.

Two thirds (66%) of residents feel that people get on well together in their neighbourhood.

The percentage of decent Council homes available has doubled to 80% since 2012/13.

366 new affordable homes were built in 2013/14 (178 in 2010/11).

Twice as many businesses (1,017) accessed advice compared to the previous year.

Celebrating our heritage...

Queen's (Theatre) Diamond Jubilee
Supported by the Heritage Lottery Fund and Havering Museum, volunteers created a raving exhibition in April 2014 to mark the 60th anniversary of the Queen’s Theatre in Hornchurch. Providing an insight into the life of the theatre, the ‘Now and Then’ exhibition celebrated the theatre’s Diamond Jubilee, a year after Her Majesty the Queen marked her own 60 years on the throne.

Havering Show
The annual Havering Show, which took place over the August Bank Holiday weekend in Harrow Lodge Park, was our biggest yet. Over 45,000 people across the weekend came to hear from bands, including The Tremeloes and The Hollies, see breath-taking motorbike stunts from the East Coast Freestyle Moto-X display team and enjoy the huge variety of stalls and food stands.

Armed Forces Day
The Council continued to show its commitment to the Armed Forces Community in Havering by supporting Armed Forces Day. Over 300 veterans and cadets took part in the parade through Romford Town Centre, which was cheered on by thousands of residents who lined the streets. The Havering Armed Forces Community Covenant, signed in June 2012, brings together the community in a pledge of support for the Borough’s Armed Forces Community.

Meeting community needs

Customer Service Excellence Award
Following on from our commitment to supporting the health and wellbeing of residents through culture, the Council has been awarded a Customer Service Excellence Award for its library service. As well as scoring top marks in the five areas of customer service, the assessor was particularly impressed by our role in the ROSE (Realistic Opportunities for Supported Employment) Programme, which provides employment for adults with mild learning disabilities.

Restoring Havering
The National Trust received £1.5m from the Heritage Lottery Fund to bring Rainham Hall, the Stableblock and gardens back to life, making them fully accessible for the first time as a full time National Trust visitor attraction. Historic Longtons Gardens will also be restored to their former glory and connected to the adjacent Fielder’s Field thanks to over £2m of funding from the Heritage Lottery Fund, Big Lottery Fund, Veolia Havering Riverside Trust and Friends of Longtons Estate.

Restoring Raphael Park
The £2 million restoration was completed just in time for the 110th anniversary of Raphael Park in June 2014 thanks to grants from the Heritage Lottery Fund and Veolia North Thames Trust, as well as funding secured by the Friends of Raphael and Lodge Farm Parks. Celebrations on the day included a traditional afternoon tea dance and the well-known children’s author of Percy the Park Keeper spoke to local children about how his stories were inspired by visits to Raphael Park.

AWARD SUCCESS

Urban Transport Design Award
Hornchurch High Street

Customer Service Excellence Award
Havering Council Library Services

3 in 4 residents (75%) are satisfied with library services (1.67 million visits in 2013/14)

84% of residents feel their local park is clean and tidy (76% in 2010/11)

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Individuals

Through a number of new projects, the Council has made significant progress in enabling adults to be independent for as long as possible and improving services for the Borough’s most vulnerable families and children. In particular, the Council has delivered holistic and integrated services, focused on early intervention to improve wellbeing and worked in partnership to ensure access to the best possible services.

Holistic and integrated services…

Dreywood Court

Unique to Havering, and winner of Inside Housing’s Top 50 UK Affordable Housing Developments, Dreywood Court opened in Summer 2013 and offers nearly 100 homes for the over 55’s. They are designed to meet the needs of residents as they get older so that they can live independently for as long as possible. The £15m development included £5.4m funding provided by the Greater London Authority and was built by East Thames in partnership with Havering Council, builders Willmott Dixon and architects Penoyre & Prasad. The majority of the homes have been offered for social rent, with some homes available for shared ownership, an unusual feature for retirement housing.

Dementia Friends

Nearly 100 people have become Dementia Friends by attending training sessions organised by the Council with Havering’s Clinical Commissioning Group (CCG). The sessions were held in support of the campaign by Public Health England and the Alzheimer’s Society to help create one million Dementia Friends. It is part of plans to raise awareness of the condition, which affects nearly 700,000 people in England. The number of people with dementia is expected to double in the next 30 years as more people are living longer.

Havering Dementia Care Consortium

Four residential and nursing homes have collectively secured £237,000 of funding from the Department of Health to refurbish their gardens. Parkside Nursing Home teamed up with Upminster Nursing Home, Abbs Cross Nursing Home and Emerson Court Nursing Home, to form the Havering Dementia Care Consortium. As well as involving award-winning garden designer Kim Grove, residents were involved closely in the plans and with the support of Havering Museum used memories of their own gardens and holidays to inform the design. These improvement works will improve the attractiveness of the grounds for over 130 residents and make them more accessible, particularly for residents with dementia.
Early intervention...

Help Not Hospital

The Help Not Hospital initiative has provided support to people who do not currently meet the ‘Fair Access to Care’ criteria. By providing low level interventions, the Council has been able to prevent unnecessary hospital admissions and increase the likelihood that residents will be able to sustain independence and remain at home with a good quality of life. By January 2014, the programme had supported 236 people, the majority of which were residents over 70 years old (83 per cent) and people living alone (73 per cent).

FAME Exercise

Working with partners, the Falls Prevention Outreach Service has continued to significantly reduce the number of falls and hospital admissions in the Borough. In addition to providing support in care homes and conducting events to raise falls awareness, the Community Falls Exercise Programme has helped older people to live more independent lives in their own homes. Including Falls Management Exercise (FAME) and Tai Chi for balance, the programme seeks to improve mobility, bone density, cardiovascular fitness and reduce the risk of further falls and is available by referral from a GP, the NHS or the Council.

Home Truths Project

Working with both the local Clinical Commissioning Group (CCG) and IMPOWER, the Council launched the Home Truths Project in Autumn 2013 to tackle the high number of elderly people put into care before it is necessary. Over 250 GPs, social workers and community nurses from the Borough were consulted as part of this project to find out what drives demand for residential and nursing care. As a direct result of this research, the Home Truths Project is working to improve relationships between Adult Social Care and GPs and focuses on expanding the knowledge of community services so older people can retain their independence for as long as possible.

Partnership working...

Public Health

The Council has a new duty to improve the health of local people, after key functions were transferred from the NHS in April 2013. Havering’s Public Health Team has been tasked with identifying local public health needs, such as reducing obesity or childhood immunisation, and then buying the relevant health services from hospitals and clinicians. Havering has also teamed-up with Barking & Dagenham, Redbridge and Waltham Forest councils to each look after one of the main areas of public health.

Troubled Families

The Troubled Families scheme, launched in 2011, aims to reduce the financial cost associated with troubled families and helps solve and prevent problems in the long term. Under the programme, one team works with the whole family on all of its problems in an intensive and coordinated way. Working closely with local voluntary groups on mental health issues and creating early intelligence in the build-up of housing arrears, debt and evictions, the Council supported over half (53.5 per cent) of the troubled families identified by March 2014.

Community Involvement

The Library Service was selected as a finalist in the 2014 Local Government Chronicle (LGC) Awards. As well as acting as reading buddies, their dedicated team of more than 300 volunteers have been instrumental in the research and digitalisation of the local history collection at Rainham and Romford Libraries.

Our performance in 2013/14

- Almost half (48%) of people using social care receive self-directed support
- Over three quarters (79%) of children’s placements lasted at least two years (51% in 2012)
- Only 6% of patients return to Adult Social Care within 91 days after undergoing reablement (8% in 2012/13)
- The number of careline and telecare users (4,424) increased by over 30% compared to 2012/13
- One in four residents (25%) give up their time to volunteer
Providing efficient and effective services, whilst maximising funding for the Borough, is central to the Council achieving its goals. As part of our transformation programme, the Council has changed its approach to service delivery, ensured that services for residents are high quality and achieved high customer satisfaction.

**Value**

Transformed services…

**Shared services with Newham**

Havering has come together with Newham Council to make huge savings on back office operations, such as human resources and procurement, thanks to our oneSource initiative. By reducing costs and making savings, we can work more efficiently on the issues residents say are important. The ground-breaking project will allow the two councils to share savings and reduce the duplication of services.

**Online Services Launched**

Residents can now access information, apply and pay for services and report issues online from the comfort of their homes, 24 hours a day, seven days a week by visiting our website www.havering.gov.uk. Our Public Advice & Service Centre (PASC) continues to make its services more accessible and residents can now access the internet and serve themselves at six kiosks which have been introduced in the Romford PASC, with staff on hand to help get them started.

**Quality services…**

**Your Council, Your Say**

Thousands of residents participated in the Your Council, Your Say 2013 survey, which helps the Council continue to understand and act on people’s local needs and concerns. When asked what the Council’s top priorities should be for their local areas, the main issue was reducing crime and antisocial behaviour. This was followed by maintaining roads and pavements, keeping the Borough clean and tidy, supporting local businesses and reducing traffic congestion.

**Council Tax Freeze**

Havering residents saw their Council Tax frozen for the fourth consecutive year while the Borough forge ahead with a series of major public upgrade schemes. Council Tax collected is mainly used to support education, maintain culture and leisure, look after our roads and rubbish collection and to provide social care for older people, vulnerable adults and children.

**Healthy Workplace Charter**

The Council has met the criteria for the Mayor of London’s Healthy Workplace Charter. There are three levels – commitment, achievement and excellence – and Havering is one of only a few organisations to have been accredited achievement level first time round. The Charter recognises the work that the Council has done to invest in the health and wellbeing of its employees.

**Havering Family Service Directory**

The new Family Service Directory (www.havering.gov.uk/directory) was launched in June 2014 providing a wealth of information for children and families, such as Registered Childcare Providers, Free Childcare for 2, 3 and 4 year olds and activities in the Borough. Further development is currently being carried out to include the Local Offer for 0-25 year olds with special educational needs or a disability.
High customer satisfaction...

**Family First Quality Award**
The Council has been awarded the Families First Quality Award by the National Association of Family Information Services. This is the third time our Family Information Service has received the award, which recognises the high-quality information service we provide to both parents and professionals.

**Charter for the Bereaved**
Bereavement Services has been awarded the Gold status for the Charter for the Bereaved for the second year running from The Institute of Cemetery and Crematorium Management. The award recognises the high level of service the team (now merged with the Registration Service within Regulatory Services) provides for cremations and burials at South Essex Crematorium, Upminster and Romford, Rainham and Hornchurch cemeteries.

**Small Business Friendly Awards**
Over 800 businesses were supported last year via the Business Start Up Programme, networking events and campaigns such as Enterprise Week which saw 20 events and activities working closely with partners. The Council was recognised for its work around local procurement when it was awarded the Small Business Friendly Awards in 2013 for Best Cutting of Red Tape from the Federation of Small Businesses. Around 60 inward investment enquiries received from companies based in London and as far as India, China and America, creating and safeguarding nearly 2,000 jobs.

**Fighting Fraud Awards**
The Council was among the finalists in the 2013 Fighting Fraud Awards. The awards recognise the efforts in the public sector that have done the most to combat and prevent fraud. The Council’s Fraud Team was shortlisted for the Collaborative Working Category award for its work with Safer Neighbourhood Teams (SNT) in the Metropolitan Police. The Fraud Team has worked with the police on more than 50 investigations, resulting in a number of high value frauds being uncovered, along with drug factories.

Almost 9 in 10 (89%) of residents are satisfied with the Contact Centre (out of 21,779 surveys)

Council tax collection rate has increased to 97.1%

National non-domestic rates collected has increased to 97.4%

**AWARD SUCCESS**
- **Healthy Workplace Charter**
  Havering Council (‘Achievement’)
- **Family First Quality Award**
  Havering Council
- **Small Business Friendly Awards**
  Best Cutting of Red Tape
- **Charter for the Bereaved**
  Bereavement Services (Gold)
- **Fighting Fraud Awards**
  Collaborative Working Category (Finalist)
Our finances

This section provides information from the Council’s Statement of Accounts for 2013/14 (based on the audited financial accounts). A copy of the full Statement of Accounts is available on the Council’s website.

Cost of Council Services
This statement sets out the cost of running Council services in 2013/14. It shows where the money came from to finance the costs and any surplus deficit at the end of the financial year.

<table>
<thead>
<tr>
<th>Service Description</th>
<th>£000s</th>
<th>£000s</th>
<th>£000s</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gross Expenditure</td>
<td>Gross Income</td>
<td>Net Expenditure</td>
</tr>
<tr>
<td>Children’s and Education Services</td>
<td>265,102</td>
<td>(143,613)</td>
<td>121,489</td>
</tr>
<tr>
<td>Adult Social Care Services</td>
<td>79,388</td>
<td>(13,128)</td>
<td>66,260</td>
</tr>
<tr>
<td>Highways, Roads and Transport Services</td>
<td>25,680</td>
<td>(5,595)</td>
<td>20,085</td>
</tr>
<tr>
<td>Cultural and Related Services</td>
<td>14,046</td>
<td>(1,172)</td>
<td>12,874</td>
</tr>
<tr>
<td>Environmental and Regulatory Services</td>
<td>19,473</td>
<td>(6,637)</td>
<td>12,836</td>
</tr>
<tr>
<td>Central Services to the Public</td>
<td>9,831</td>
<td>(3,207)</td>
<td>6,624</td>
</tr>
<tr>
<td>Planning Services</td>
<td>8,010</td>
<td>(3,373)</td>
<td>4,637</td>
</tr>
<tr>
<td>Local Authority Housing (HRA)</td>
<td>70,442</td>
<td>(66,036)</td>
<td>4,406</td>
</tr>
<tr>
<td>Corporate and Democratic Core</td>
<td>4,445</td>
<td>(133)</td>
<td>4,312</td>
</tr>
<tr>
<td>Other Housing Services</td>
<td>105,394</td>
<td>(102,651)</td>
<td>2,743</td>
</tr>
<tr>
<td>Pensions costs (non distributed)</td>
<td>—</td>
<td>(542)</td>
<td>(542)</td>
</tr>
<tr>
<td>Public Health</td>
<td>7,983</td>
<td>(8,868)</td>
<td>(885)</td>
</tr>
<tr>
<td><strong>Cost of Services</strong></td>
<td><strong>609,794</strong></td>
<td><strong>(354,955)</strong></td>
<td><strong>254,839</strong></td>
</tr>
<tr>
<td>Levies (predominantly East London Waste Authority)</td>
<td>—</td>
<td>—</td>
<td>11,859</td>
</tr>
<tr>
<td>Financing and Investment Income and Expenditure</td>
<td>—</td>
<td>—</td>
<td>20,674</td>
</tr>
<tr>
<td>Taxation and Non-specific Grant Income</td>
<td>—</td>
<td>—</td>
<td>(205,779)</td>
</tr>
<tr>
<td><strong>Deficit on Provision of Services</strong></td>
<td>—</td>
<td>—</td>
<td><strong>81,593</strong></td>
</tr>
<tr>
<td>Surplus on Revaluation of Property, Plant and Equipment Assets</td>
<td>—</td>
<td>—</td>
<td>(9,545)</td>
</tr>
<tr>
<td>Actuarial (Gains)/Losses on Pension Assets/Liabilities</td>
<td>—</td>
<td>—</td>
<td>(5,687)</td>
</tr>
<tr>
<td>Other Comprehensive Income and Expenditure</td>
<td>—</td>
<td>—</td>
<td>(15,232)</td>
</tr>
<tr>
<td>Total Comprehensive Income and Expenditure</td>
<td>—</td>
<td>—</td>
<td>(66,361)</td>
</tr>
</tbody>
</table>
Comparison of Havering Council’s Government Funding Allocation to other outer London boroughs

<table>
<thead>
<tr>
<th>Government Funding Allocation (£m)</th>
<th>Estimated Government Grant per Head (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newham</td>
<td>243.756</td>
</tr>
<tr>
<td>Barking &amp; Dagenham</td>
<td>318,369</td>
</tr>
<tr>
<td>Redbridge</td>
<td>766</td>
</tr>
<tr>
<td>Bromley</td>
<td>126.172</td>
</tr>
<tr>
<td>Redbridge</td>
<td>196,094</td>
</tr>
<tr>
<td>Bexley</td>
<td>643</td>
</tr>
<tr>
<td>Havering</td>
<td>116.860</td>
</tr>
<tr>
<td>Bromley</td>
<td>293,541</td>
</tr>
<tr>
<td>Bexley</td>
<td>398</td>
</tr>
<tr>
<td>Havering</td>
<td>84.131</td>
</tr>
<tr>
<td>Bromley</td>
<td>318,378</td>
</tr>
<tr>
<td>Bexley</td>
<td>264</td>
</tr>
<tr>
<td>Havering</td>
<td>80.148</td>
</tr>
<tr>
<td>Bromley</td>
<td>237,794</td>
</tr>
<tr>
<td>Bexley</td>
<td>337</td>
</tr>
<tr>
<td>Havering</td>
<td>75.569</td>
</tr>
<tr>
<td>Outer London</td>
<td>243,676</td>
</tr>
<tr>
<td>Outer London</td>
<td>310</td>
</tr>
</tbody>
</table>

The amount of settlement funding Havering has received in previous years has been significantly lower compared to our neighbouring authorities and the London average. 2013/14 was the first year of the retention of business rates and thus the figures above include Government’s estimate of Havering’s retained yield. The figures relating to 2013/14 are set out in the table above.

The indicators used in apportioning the formula do not reflect the demographics of the Borough. In contrast, the amount of grant Havering received through un-ringfenced and specific grants has been more reflective of the demographics as the data used to allocate this funding is based on actual caseload and population.