



## VALUE OVERVIEW & SCRUTINY COMMITTEE AGENDA

**7.30 pm**

**Wednesday  
29 February 2012**

**Town Hall, Main Road,  
Romford**

Members 6: Quorum 3

**COUNCILLORS:**

**Conservative Group  
( 4 )**

Robby Misir (Chairman)  
Ted Eden  
Billy Taylor  
Damian White

**Residents' Group  
( 2 )**

Ray Morgon (Vice-Chair)  
Ron Ower

**For information about the meeting please contact:**

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## AGENDA ITEMS

### 1 CHAIRMAN'S ANNOUNCEMENTS

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

### 2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

### 3 DECLARATION OF INTERESTS

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

### 4 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meeting held on 24 November 2011 and authorise the Chairman to sign them.

### 5 CORPORATE PERFORMANCE REPORT 2011/12 - QUARTER 3 (Pages 9 - 16)

Report Attached

### 6 COUNCIL TAX TOPIC GROUP UPDATE

The Committee is to consider any Member issues on the Council Tax Topic Group.

### 7 URGENT BUSINESS

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

**Ian Buckmaster**  
**Committee Administration &**  
**Member Support Manager**

**MINUTES OF A MEETING OF THE  
VALUE OVERVIEW & SCRUTINY COMMITTEE  
Town Hall, Main Road, Romford  
24 November 2011 (7.30 - 8.20 pm)**

**Present:**

**COUNCILLORS**

**Conservative Group** Robby Misir (Chairman), Ted Eden, Sandra Binion and Frederick Thompson

**Residents' Group** Ray Morgon (Vice-Chair) and Ron Ower

**Labour Group**

**Independent Residents  
Group**

Apologies for absence were received from Councillors Billy Taylor and Damian White.

+Substitute Member: Councillor **Frederick Thompson for Councillor White and Councillor Sandra Binion for Councillor Billy Taylor.**

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

**14 MINUTES**

The minutes of the meeting of the Committee held on 11 October 2011 were agreed as a correct record and signed by the Chairman.

**15 CORPORATE PERFORMANCE REPORT 2011/12 - QUARTER 2**

The Committee considered a report that set out the Council's performance against the Living Ambition Goal - Value for Quarter 2 of 2011/12.

The report informed the Committee that following the abolition of the national performance framework -the requirement for local authorities to report on a statutory set of National Indicators at the end of 2010, the Council undertook a comprehensive review of all indicators on Havering Performs and, in consultation with services, rationalised the number that would continue to be collected locally.

This resulted in a much revised list of indicators, including a core set of 85 indicators that would be reported quarterly, where possible, and at the end of the

year to CMT and Members. A copy of the reported indicators was appended to the minutes.

Twelve indicators were listed under the Goal for Value, nine of the indicators had been given a RAG (Red/Amber/Green) rating this quarter.

Following the presentation of the report the Committee was reassured by the Corporate Policy & Community Manager and the Head of Customer Services that for various reasons the indicators had under performed but quarter three would show an improvement.

The Committee **noted** the report.

## 16 **HAVERING STRATEGIC PARTNERSHIP - PRESENTATION**

As part of the Committee work programme, Member received an oral presentation on the status of the Havering Strategic Partnership (HSP).

The Corporate Policy & Community Manager informed the Committee that following a review of the HSP, partners were of the view that the success of partnership working in Havering over the last decade had meant that it was now embedded throughout everything they do. They also recognised that there were a few services that were not delivered in partnership with other agencies.

The Committee was informed that the 'sub-groups' of the HSP, including the Community Safety Partnership, were now well established partnerships in their own right. It was felt that since the Local Area Agreement was abolished, the HSP Board's role had diminished and it was felt to be adding little value to strengthening partnership working.

The Leader therefore wrote to HSP board members to inform them that all board meetings scheduled for 2011/12 were to be cancelled. That the Council remained committed to the Havering Strategic Partnership, however, and from now planned to hold an annual HSP conference, so that all partners from across the HSP will have the opportunity to come together and discuss the challenges and opportunities facing Havering over the coming year, as well as showcasing examples of best practice in partnership working in Havering.

The Committee **noted** the presentation.

## 17 PRESENTATION ON BUSINESS RATE RELIEF

At the Committee's meeting on 11 October 2011, a Member was of the opinion that many small businesses were either not aware of what they could claim in terms of business rate relief or the appropriate information was not getting through to them.

As such the Committee had requested a presentation on Small Business Rate Relief and how it was administered in Havering to be given at this meeting.

The Head of Customer Services provided the Committee with the following information:

That Small Business Rates Relief was available where the following apply:

- That the sole or main property occupied which had a rateable value of less than £25,500 in Greater London or
- If the ratepayer occupied any additional properties, each of the additional properties must have a rateable value of less than £2,600, and the total rateable value of all of their properties must be less than £25,500 in Greater London and the relief was applied to the main property based on the total rateable value.

A business had to apply to the Council and confirm that they met the conditions for the relief.

There were two different element of relief available:

- **Reduced poundage** - If the rateable value of a property was below £25,500 a small business multiplier was used of 42.6p as opposed to the standard multiplier of 43.3p.
- **Relief Level** - The Government had announced that they would continue to assist small businesses by providing additional relief against the Business Rate to 30th September 2012

The current relief level was detailed:

- Eligible businesses with a rateable value of up to £6,000 will be entitled to 100% relief on their bill.

If the rateable value was between £6,001 and £12,000, entitlement will be a sliding scale between 100% and 0%.

- After the 1st October 2012 the relief will revert to 50% reduction for properties up to £6000 Rateable Value

and between £6,001 and £12,000 the entitlement will again be reduced between 50% and 0% on a sliding scale

The Committee was informed of the Business Rate Relief caseload:

- 1344 cases currently in receipt of a reduction totalling £2.4million
- A further 758 applications were to be considered.

The presentation also detailed the various options to promote the scheme using the following:

- **Havering and Barking & Dagenham websites** – details and application form available on line
- **Mailshots** – Regular mailshots to businesses of significant giving details of changes to the scheme.
- **Telephone promotion** – at the point customers contact Council offices
- **Visits** – application forms provided at relevant premises

There were also plans to promote the scheme further using the following:

- New mailshot to identified Rateable Values
- Promotion to relevant service areas (trading standards, licensing, planning)
- The Leader's Business Networking event on 30 November 2011
- Article for the next edition of Business Focus
- Ward Councillors to promote through surgeries and general ward work

The presentation also informed the Committee that the Localism Act 2011 would result in the following changes:

- Proposal to bring changes into force in time for the 2012/13 financial year (full details were awaited).
- 
- Removal of the legal requirement for ratepayers to submit an application in order to claim Small Business Rate Relief.

- Previous legislation would be amended to remove the single occupancy criteria for ratepayers to have their bills calculated using the small business multiplier in 2012-13 and onwards.

The Committee **noted** the presentation.

## 18 **WORK PROGRAMME/TOPIC GROUPS UPDATE**

1. Council Tax Collection
2. Voluntary Sector Grants distribution mechanism

1. The Committee discussed the scope for the Council Tax Collect Topic Group. A Member offered to share some issues that would assist in developing the terms of reference with other members of the Committee via email.
2. The Committee was informed by the Corporate Policy & Community Manager that she was currently leading a review of voluntary sector funding and the development of a new voluntary sector strategy for Havering. That this was part of the Cabinet Member for Culture, Towns and Communities' Community Action project.

That It was likely that this piece of work would make recommendations to Cabinet. The Corporate Policy & Community Manager was of the opinion that it might be more appropriate and reduce duplication of effort, to allow Cabinet to consider the decisions and then Value Overview and Scrutiny Committee to scrutinise at that point.

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**Chairman**

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## Appendix to minutes: Corporate Performance Report 2011/12 – Quarter 2

### Key

Direction of Travel (DoT)	
✓	Performance is better than Q1 2011/12
✗	Performance is worse than Q1 2011/12
C	The indicator is cumulative, so no comparison can be made with Q1. For cumulative indicators, a cumulative target is provided also.

RAG Rating	
Red	more than of 5% off the Quarter Target
Amber	up to 5% off the Quarter Target
Green	on or above the Quarter Target

P	Indicators to be published on website
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### Value - to deliver high customer satisfaction and a stable council tax

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Ref.	Indicator	Value	2011/12 Annual Target	2011/12 Q2 Target	2011/12 Q1 Performance	2011/12 Q2 Performance	RAG	DoT	Comments	Service
CI2	Number of corporate complaints	Smaller is better	NA	NA	176	228	NA	✗	A target is not applicable for this indicator.	Corporate
CI3	% of corporate complaints not completed within 10 days P	Smaller is better	10%	10%	29.50%	34.65%	R	✗	A new MS Dynamics CRM system for recording and monitoring Corporate Complaints was implemented at the end of June. All Services went "live" on 22 <sup>nd</sup> June. Although this went well, there were a few teething problems. These have now been resolved; however there are still various pockets of training needs across the organisation. As a result performance has decreased slightly this quarter by approx 5% compared to last quarter.	Corporate
CI4	Number of Member/MP enquiries logged	NA	NA	NA	592	883	NA	NA	A target is not applicable for this indicator.	Corporate
CI5	% of Member/MP enquiries still outstanding after 10 days	Smaller is better	10%	10%	15.20%	16.53%	R	✗	A significantly higher number of enquiries were logged in Quarter 2 compared to Quarter 1, and this will have impacted the % of those still outstanding after 10 days.	Corporate
CS1	% of calls abandoned in queue P	Smaller is better	14%	14%	27%	21%	R	✓	The service is still undergoing major change which is impacting on performance. Despite this, there has been significant improvement on Quarter 1.	Customer Services

Ref.	Indicator	Value	2011/12 Annual Target	2011/12 Q2 Target	2011/12 Q1 Performance	2011/12 Q2 Performance	RAG	DoT	Comments	Service
CS2	% PASC visitors seen within 15 minutes <b>P</b>	Bigger is better	79%	79%	61%	64%	<b>R</b>	✓	The service is still undergoing major change which is impacting on performance. Despite this, there has been significant improvement on Quarter 1.	Customer Services
CS14	Speed of processing changes in circumstances of HB/CTB claimants (days)	Smaller is better	9 days	9 days	16.83 days	14.22 days	<b>R</b>	✓	The service is still undergoing major change which is impacting on performance. In addition, a new work stream has been introduced by the Department of Work and Pensions which has increased the amount of work. Despite this, there has been improvement on Quarter 1. Performance continues to be closely monitored.	Customer Services
NI181	Time taken (days) to process Housing Benefit/Council Tax Benefit new claims and change events	Smaller is better	11 days	11 days	17.97 days	15.60 days	<b>R</b>	✓	The service is still undergoing major change which is impacting on performance. In addition, a new work stream has been introduced by the Department of Work and Pensions which has increased the amount of work. Despite this, there has been improvement on Quarter 1. Performance continues to be closely monitored.	Customer Services
CI1	Sickness absence rate per annum per employee (days)	Smaller is better	7 days	7 days	7.11 days (7.79 days under old system)	7.35 days	<b>A</b>	✗	This quarter the service began recording sickness absence through Oracle. Oracle calculates the sickness rate differently to the old system. Therefore, Quarter 1 performance calculated through Oracle has been included for comparison purposes.	Corporate
NI014	% Avoidable contact (NI014) <b>P</b>	Smaller is better	8%	8%	7.90%	6.20%	<b>G</b>	✓	Figures relate to Council-wide data.	Customer Services
CS10	% of council tax collected (cumulative)	Bigger is better	97.50%	54.75%	30.98%	58.42%	<b>G</b>	<b>C</b>	The service provides profiled targets for this indicator. In Quarter 2 we were above target, although slightly behind the position this time last year which was 58.48%. For context, the year end figure for 2010/11 was 96.54%.	Customer Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is better	97%	NA	NA	NA	NA	NA	Whilst the ISS has been settling down, they have been unable to report on this indicator. However, a new reporting system is being put in place and data will be provided in the near future.	Internal Shared Services

# VALUE OVERVIEW & SCRUTINY COMMITTEE

# REPORT

29 February 2012

**Subject Heading:**

Corporate Performance Report 2011/12 –  
Quarter 3

**CMT Lead:**

Cynthia Griffin, Group Director, Culture &  
Community

**Report Author and contact details:**

Kayleigh Pardoe, Corporate Performance  
Officer, Corporate Policy and Partnerships  
Team

Tel: 01708 432080

**Policy context:**

Living Ambitions Goal - Value

## SUMMARY

This report sets out the Council's performance against the Living Ambition Goal - **Value** for Quarter 3 of 2011/12.

## RECOMMENDATIONS

That Value Overview and Scrutiny Committee note the contents of the report.



## REPORT DETAIL

### Background

Following the abolition of the national performance framework at the end of 2010, and the requirement for local authorities to report on a statutory set of National Indicators, the Council undertook a comprehensive review of all indicators on Havering Performs and, in consultation with Services, rationalised the number that will continue to be collected locally.

This resulted in a much revised list of indicators, including a core set of **85** indicators that will be reported quarterly, where possible, and at the end of the year to CMT and Members.

The Corporate Performance Report 2011/12 - Quarter 3 was circulated to Members the week commencing 20<sup>th</sup> February 2012. This report focuses specifically on those indicators which are measuring our performance against the Living Ambition Goal – **Value**.

There are 12 indicators listed under the Goal – **Value**. Ten indicators have been given a RAG (Red/Amber/Green) rating this quarter. Of these, five indicators are 'red' as they are more than 5% off the quarter target and five indicators are 'green' as they are on, or above the quarter target. Two indicators are included for monitoring purposes only and do not have a 'RAG' rating.

Comments on the performance of each indicator are included in **Appendix 1**.

### Value Indicators that are 'Red'

Indicator	Quarter 3 Target	Quarter 3 Performance
Sickness absence rate per annum per employee (days)	7 days	7.89 days
% PASC visitors seen within 15 minutes	79%	63%
Speed of processing changes in circumstances of HB/CTB claimants (days) (cumulative)	9 days	13.81 days
Time taken (days) to process Housing Benefit/Council Tax Benefit new claims and change event (cumulative)	11 days	15.18 days
% of corporate complaints not completed within 10 days	10%	18.52%

## Value indicators that are 'Green'

Indicator	Quarter 3 Target	Quarter 3 Performance
% of Member/MP enquiries still outstanding after 10 days	10%	9.55%
% of calls abandoned in queue	14%	13%
% Avoidable contact	8%	6.1%
% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	97%	98%
% of council tax collected	82.01%	85.86%

## Value indicators included for monitoring purposes only

Indicator	Quarter 3 Target	Quarter 3 Performance
Number of corporate complaints	NA	243
Number of Member/MP enquiries logged	NA	806

## IMPLICATIONS AND RISKS

### Financial implications and risks:

There are no specific financial implications or risks to report at this point. However, performance in some areas e.g. Housing Benefit/Council Tax Benefit, Council Tax collection, sickness absence will, over time, have financial implications.

### Legal implications and risks:

There are no direct legal implications or risks.

### Human Resources implications and risks:

There are no HR implications or risks.

### Equalities implications and risks:

There are no equalities or social inclusion implications or risks.

**BACKGROUND PAPERS**

Appendix 1: Corporate Performance Report 2011/12 – Quarter 3 (Value)

## Appendix 1: Corporate Performance Report 2011/12 – Quarter 3

### Key

Direction of Travel (DoT)		RAG Rating	
✓	Performance is better than Q2 2011/12	<b>Red</b>	more than of 5% off the Quarter Target
✗	Performance is worse than Q2 2011/12	<b>Amber</b>	up to 5% off the Quarter Target
→	Performance is the same as Q2 2011/12	<b>Green</b>	on or within the Quarter Target
<b>C</b>	The indicator is cumulative, so no comparison can be made with Q2. For cumulative indicators, a cumulative target is provided also.		
	CMT requested to review PI		
<b>P</b>	Indicators to be published on website		

### Value - to deliver high customer satisfaction and a stable council tax

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Ref.	Indicator	Value	2011/12 Annual Target	2011/12 Q3 Target	2011/12 Q3 Performance	RAG	2011/12 Q2 Performance	DoT	Comments	Service
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7 days	7 days	<b>7.89 days</b>	<b>R</b>	7.35 days	✗	The Council's sickness absence rate has risen slightly this quarter. This is expected in the winter period due to the increase in cold, flu and other viruses.	Internal Shared Services
CS2	% PASC visitors seen within 15 minutes <b>P</b>	Bigger is Better	79%	79%	<b>63%</b>	<b>R</b>	64%	✗	Performance is slightly worse than last quarter for this PI. The Q-matic system, used to measure PASC statistics, is a different system to Avaya, used to measure telephone statistics. Also, the Customer Services Transformation has meant that members of staff are attending more training and meetings than usual. However, the changes will mean performance will improve in the longer term.	Customer Services
CS14	Speed of processing changes in circumstances of HB/CTB claimants (days) (cumulative)	Smaller is Better	9 days	9 days	<b>13.81 days</b>	<b>R</b>	14.22 days	✓	The service is still undergoing major change which is impacting on performance. However, performance has improved since Quarter 2. This PI continues to be closely monitored by Customer Services.	Customer Services

Ref.	Indicator	Value	2011/12 Annual Target	2011/12 Q3 Target	2011/12 Q3 Performance	RAG	2011/12 Q2 Performance	DoT	Comments	Service
									This is a year to date figure until the end of December 2011.	
NI181	Time taken (days) to process Housing Benefit/Council Tax Benefit new claims and change event (cumulative)	Smaller is Better	11days	11 days	<b>15.18 days</b>	<b>R</b>	15.6 days	✓	The service is still undergoing major change which is impacting on performance. However, performance has improved since Quarter 2. The PI continues to be closely monitored by Customer Services.  This is a year to date figure until the end of December 2011.	Customer Services
CI3	% of corporate complaints not completed within 10 days <b>P</b>	Smaller is Better	10%	10%	<b>18.52%</b>	<b>R</b>	34.65%	✓	Whilst this PI is off target, performance has improved significantly since Quarter 2. The service has focused on improving performance in this area by regularly running reports to identify outstanding complaints, liaising with officers and reminding them of the 10% target. Users are also now more confident with the new complaints management system.	Customer Services
CI5	% of Member/MP enquiries still outstanding after 10 days	Smaller is Better	10%	10%	<b>9.55%</b>	<b>G</b>	16.53%	✓	The service has focused on improving performance in this area over the last quarter by regularly running reports to identify outstanding enquiries, liaising with officers and reminding them of the 10% target. Users are also now more confident with the new system. This has resulted in significantly improved performance that is within target for Quarter 3.	Customer Services
CS1	% of calls abandoned in queue <b>P</b>	Smaller is Better	14%	14%	<b>13%</b>	<b>G</b>	21%	✓	There has been a significant improvement compared to performance in Quarter 2. This is a result of updating the integrated voice recognition (IVR) options in some services to give more information to customers, which has reduced the number that need to wait and speak to an advisor. In addition, a message has also been introduced that advises callers if the queue wait time is less than 5 minutes. By providing this information, customers are less likely to abandon the call.	Customer Services



Ref.	Indicator	Value	2011/12 Annual Target	2011/12 Q3 Target	2011/12 Q3 Performance	RAG	2011/12 Q2 Performance	DoT	Comments	Service
NI14	% Avoidable contact <b>P</b>	Smaller is Better	8%	8%	<b>6.1%</b>	<b>G</b>	6.2%	✓	There is a slight improvement in performance for this PI, which remains within target.	Customer Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	<b>98%</b>	<b>G</b>	96%	✓	A new reporting system has now been put into place to provide performance information for this PI. Performance is better than the set target for Quarter 3. To maintain this standard Internal Shared Services are reliant on other services promptly complying with corporate processes.	Internal Shared Services
CS10	% of council tax collected	Bigger is Better	97.50%	82.01%	<b>85.86%</b>	<b>G</b>	58.42%	C	This PI is above In Quarter 3 we are within target for Quarter 3, although slightly behind the position this time last year which was 86.16%.	Customer Services
CI2	Number of corporate complaints	Smaller is Better	NA	NA	<b>243</b>	<b>NA</b>	228	<b>NA</b>	A target is not appropriate for this PI.	Customer Services
CI4	Number of Member/MP enquiries logged	Smaller is Better	NA	NA	<b>806</b>	<b>NA</b>	883	<b>NA</b>	A target is not appropriate for this PI.	Customer Services

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