



Haverling

L O N D O N B O R O U G H

ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE AGENDA

7.30 pm

**Tuesday
12 March 2013**

**Town Hall, Main Road,
Romford**

Members 6: Quorum 3

COUNCILLORS:

Jeffrey Brace (Chairman)
Linda Trew
Billy Taylor

John Mylod (Vice-Chair)
Barbara Matthews
David Durant

**For information about the meeting please contact:
Wendy Gough 01708 432441
wendy.gough@haverling.gov.uk**

AGENDA ITEMS

1 **APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) – received.

2 **DISCLOSURE OF PECUNIARY INTERESTS**

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

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

3 **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.

4 **MINUTES** (Pages 1 - 12)

To approve as a correct record the Minutes of the meeting of the Committee held on 29 January 2013 and the Special Joint meeting held on 24 January 2013 and authorise the Chairman to sign them.

5 **REUSE AND RECYCLING CENTRE CONTROLS** (Pages 13 - 32)

The Committee will receive a presentation on the controls at the Reuse and Recycling Centre.

6 **COLD CALLING CONTROL ZONE**

The Committee will receive a presentation on the Cold Calling Control Zone.

7 **CONSUMER LANDSCAPE PROJECT**

The Committee will receive a presentation from Trading Standards and the Citizens Advice Bureau on the partnership working.

8 ADOPTION OF THE LONDON PERMIT SCHEME FOR ROAD WORKS AND STREET WORKS (Pages 33 - 50)

The Committee will receive a progress update on the report which was approved by Cabinet on 21 March 2012, with regard to the London Permit Scheme for Road Works and Street Works

9 SERVICE PERFORMANCE AND BUDGETARY INFORMATION (Pages 51 - 74)

The Committee will receive details of service performance information and budgetary information as request at a previous meeting within the remit of the Committee.

10 FUTURE AGENDAS

Committee Members are invited to indicate to the Chairman, items within this Committee's terms of reference they would like to see discussed at a future meeting. Note: it is not considered appropriate for issues relating to individuals to be discussed under this provision.

11 URGENT BUSINESS

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

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

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**MINUTES OF A MEETING OF THE
ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE
Town Hall, Main Road, Romford
29 January 2013 (7.35 - 8.45 pm)**

Present:

Councillors Jeffrey Brace (Chairman), John Mylod (Vice-Chair), David Durant, Barbara Matthews, Linda Trew and Billy Taylor

17 MINUTES

The minutes of the meeting held on 30 October 2012 were agreed as a correct record and signed by the Chairman.

18 WINTER MAINTENANCE

The Committee received a presentation on the Winter Maintenance Programme 2012/13 carried out by Streetcare. The Committee noted that there was a new salt storage facility at Central Depot which could store up to 2,500 tonnes of salt. The salt for the majority of the UK came from salt mines in Cheshire from a company called Salt Union. The cost of the rock salt was £41 per tonne, and was delivered in 28 tonne loads. Road deliveries from Cheshire were 24/7.

The Committee was informed that Streetcare received lots of compliments on the clearance of snow and ice following the recent bad weather. The service received a five day forecast and was therefore able to assess and plan whether gritting was needed. During the recent snow, the service gritted day and night to clear the major routes in the Borough, and received five forecasts per day to ensure that the routes were kept clear.

On average 16 tonnes of salt was spread a night at a rate of 10 grammes per square metre. This was generally from 6:30pm through to 11pm. This avoided the "rush-hour" traffic and the vehicles could continue moving. However during snow-down this time could be longer dependent on the conditions. There were five vehicles out at a time, and the north of the borough was often colder as it was higher and more open.

The Committee were given an extract from the Met Office guidance about how residents can help by clearing their own paths, dispelling the myth that others can hold them responsible if they were to fall and injure themselves.

All Street Cleansing and Civil Enforcement Activity was suspended in snow down conditions and the staff were deployed onto local footways, shopping

areas and bus access points to distribute salt, to maintain the safety of pedestrians. All salt bins were located at key locations; subway ramps, hills, shopping areas, medical centres etc.

During snow down conditions the refuse routes were gritted the day before collection so that the service does not suffer. Following the recent weather the collections were down 10-15% on the Monday but all collections were back on track by the Wednesday.

A member asked if the salt when distributed caused blockages and pollution to the drains. The officer stated that the salt dissolves and is not a problem.

A member asked about the budget for the winter maintenance and if it was sufficient. The officer stated that there was a budget and the only extra costs were fuel and callout cost for operatives. He stated that checking the weather forecast regularly ensured that the service was prepared. The service tracked the weather from the beginning of November through to the end of March however operatives were on call until April. With the new storage facility it meant that salt was available. He added that in the past, when salt reserves were low, it was mixed with small quantities of sharp sand which was then spread.

The Committee asked that thanks be sent to all staff for the excellent job they carried out in clearing the ice and snow following the recent bad weather.

19 COUNCIL CONTINUOUS IMPROVEMENT MONITORING

The Committee agreed to review the following reports at its next meeting:

- Adoption of the London Permit Scheme (LoPS) for Road Works and Street Works.
- Department for Communities and Local Government Weekly Collection Support Scheme.

20 FUTURE AGENDAS

A member asked if an item on the Gerpins Lane Reuse and Recycling Centre could be brought to a future meeting as there were issues with the staff and procedures. Officers explained that this was an agenda item for the next meeting.

21 ANY OTHER BUSINESS

The Head of Streetcare stated that following the last meeting, he had met with Friends of the Earth Havering and resolved any issues they had.

A member asked if there was any update on the Blue Badge situation, in respect of backlogs and signage. An officer stated that the renewal process was now a rolling programme, so there was no backlog expected and the issue of signage was been address by the Council and the Liberty Management.

Chairman

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Public Document Pack

**MINUTES OF A MEETING OF THE
JOINT (ALL) OVERVIEW & SCRUTINY COMMITTEE
Town Hall
24 January 2013 (7.30 pm – 9.10 pm)**

Present:

COUNCILLORS

Conservative Group Sandra Binion, Jeffrey Brace, Wendy Brice-Thompson, Dennis Bull, Osman Dervish, Roger Evans, Georgina Galpin, Pam Light, Robby Misir, Eric Munday+, Frederick Osborne, Garry Pain, Frederick Thompson, Linda Trew, Keith Wells and Damian White

+ Substituting for Rebecca Bennett

Residents' Group June Alexander, Clarence Barrett+, Nic Dodin, Gillian Ford, Linda Hawthorn, Barbara Matthews, Ray Morgon, Ron Ower and Linda Van den Hende

+ Substituting for John Mylod

Labour Group Keith Darvill+

+ substituting for Paul McGeary

Independent Residents Group Michael Deon Burton and David Durant

All decisions were taken with no votes against.

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

1 CHAIRMAN OF MEETING

With the agreement of all Overview & Scrutiny Committee Members, the Chair was taken at this special joint meeting by Councillor Sandra Binion.

2 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised all present of action to be taken in the event of emergency evacuation of the Town Hall becoming necessary.

3 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS (IF ANY) - RECEIVE

Apologies were received from the following Members:

Children & Learning Overview and Scrutiny Committee

Margaret Cameron (Co-opted Member – non-voting)

Crime & Disorder Committee:

Councillor Rebecca Bennett (substituted by Councillor Eric Munday)

Environment Overview and Scrutiny Committee

Councillor John Mylod (substituted by Councillor Clarence Barrett)

Towns & Communities Overview & Scrutiny Committee

Councillor Paul McGeary (substituted by Councillor Keith Darvill)

Value Overview and Scrutiny Committee

Councillor Ted Eden

4 DISCLOSURE OF PECUNIARY INTERESTS

There were no disclosures of interests.

5 THE COUNCIL'S FINANCIAL STRATEGY

The Leader of the Council, Councillor Michael White explained that the budget proposals had been made in the context of continuing austerity measures by central Government. The priority for Havering had been to protect front line services and reviews had therefore been undertaken of the Council's back office functions. A joint agreement with Newham had saved £5-6 million and further savings had been achieved by the introduction of ISS software and a total of 78 restructures across the Council.

The level of Council Tax which was formerly residents' top priority was now only the fourth priority and this showed that Council Tax levels in Havering were under control. The Council's savings plans were currently on track and budgets were being managed sensibly. A further £1.5 million of savings would be needed but it was anticipated that these could be found without any denigration of services, providing budgets were kept under review.

It was expected that the austerity situation would now last until at least 2017 and a further Comprehensive Spending review would have an impact on

Havering from 2015/16. A 1% cut was required in 2013/14 and a 2% saving would have to be achieved in 2014/15. Public sector pay would increase by an average 1%.

Changes impacting on the budgetary position included the localisation of business rates (although the Government would keep 30% of this revenue) a 10% cut in funding as a result of Council Tax localisation and funding of £1.8 million from the New Homes Bonus although the Rate Support Grant had fallen. NHS funding for social care had risen to £3.6 million although the borough's large elderly population had to be taken into account. There was also a ring fenced amount of £8.6 million for the new public health duties transferring to the Council.

In conclusion, the Leader felt it was essential to protect front line services but this could only be done with less money by finding efficiencies. The Administration's strong financial planning had been praised in the recent Peer Review report. It was important to continue to deliver value for money through initiatives such as Shared Services and East London Solutions. A future funding group had been established to help the Council prepare for further budgetary challenges in the future.

The Leader agreed with a Member's suggestion that energy management was a good area for investment and favoured using the Council's pension fund for this if it offered a better return.

Answers to questions raised by Members on specific items of the budget are shown in the appendix to the minutes.

Having received the presentation from the Leader of the Council, the Overview and Scrutiny Committees noted:

1. The financial position of the Council.
2. That the report was formally consulting them on the proposed Corporate budget adjustments and that this was the opportunity to scrutinise the budget proposals.

Chairman

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APPENDIX: JOINT MEETING OF OVERVIEW AND SCRUTINY COMMITTEES, 24
JANUARY 2013, ANSWERS TO MEMBER QUESTIONS ON THE COUNCIL'S
FINANCIAL STRATEGY

Questions were asked by Members on the areas shown below and answers were given by officers or Cabinet Members as follows:

1. Details on Corporate Contingency Fund and service revenue underspends – It was not possible to give any figures on these at this stage.
2. Why Havering remained continued to be in the highest floor damping band – There had been no clarity received on this from central government and it could not be established how these figures had been arrived at.
3. Details of funding received via the Early Years Support Grant – While it had been confirmed what the level of the top slice would be, it was not known what level of funding would come back to the Council. Some information had recently been received re how much adoption funding would come back to the Council but there remained a lack of specific details.
4. How many primary schools were planning to convert to academy status – No other primary schools were planning to convert at this stage.
5. Public health supplementary paper – This would be included in the February Cabinet report.
6. Savings from review of adult social care – The savings proposed took account of any underspend in other areas of adult social care.
7. Main savings areas proposed for adult social care – These were still being worked through and would cover a variety of areas. Savings would however be in back office functions, not front line services.
8. Impact on children's placements – Provision would be made for the rising numbers of cases. Costs could also be reduced by undertaking more work with families in order to reduce the need for placements.
9. Amount of section 106 receipts – This was not known at this stage and details would be supplied to Councillor Hawthorn outside of the meeting.
10. Predicted underspends – The contingency did not include the forecast overall underspend of £1.2 million. Contingency totals would not be declared until closer to the year end. Officers were very pleased with the catering

underspend which would be used to offset against overspends elsewhere. This was a regular surplus but could not be written permanently into the underlying budget as there was a possibility that the service could lose catering contracts in the future. It was felt it may not be productive for the service to take on many further contracts in addition to those it currently held.

11. Underspend on Special Corporate Budget Provision – Some risk factors had not been applied as yet and so there had only been one-off calls on this provision thus far.
12. Shortfall in income from advertising hoardings – Some income was obtained from sites such as those at the top of North Street and roundabouts. The recession had meant it was not viable to introduce any more sites and there had not been any impact on this from the Olympic Games. Details of income from the existing hoardings would be supplied to Councillor Barrett outside of the meeting.
13. Transfer of outside catering company staff into Havering pension scheme – The legal requirements of an outsourced contract meant that any current staff in the Local Government Pension Scheme had to be admitted to the Havering scheme.
14. Details of the New Homes Bonus – All funds received for this would be spent on the local community on services that residents wished to be improved. This was reflected in the budget. The New Homes Bonus was unringfenced and all residents had been consulted on the proposals being taken forward.
15. Commissioning of specialist advisors – Advisors of this kind were not employed by the Council. The advisor working in connection with the New Homes Bonus was aiming to get empty properties back into use as soon as possible. This was a specialist resource to purely undertake this role and had been carried out effectively in other boroughs.
16. Savings in Members Allowances 2014/15 – The Leader felt that a realignment of Cabinet posts and Overview & Scrutiny Committees was required although the position after the 2014 election would be a matter for the Leader at that time. A Cabinet Member dealing solely with children's issues may not be required once the plans for academies and free schools had concluded.
17. Your Council Your Say survey – The main questions in the survey were the same in order to allow for benchmarking. Some new questions could also be added.

18. Use of recession funding grant – This was used to support payment of additional claims for Council Tax and Housing Benefit.
19. Removal of Learning Disability and Health Reform Grant – There were no specific plans to change spending on this area. The current service plan would continue. Services provided would be assessed by social workers and carers' groups would also be consulted. Services to support people with high level needs were also continuing to be planned for.
20. Social Fund Localisation – Scrutiny of this would fall under the Value Overview and Scrutiny Committee. It was hoped that voluntary or community groups would administer a scheme offering help in kind up to a level of £100. This was a very new area and it was hard to know the exact Social Fund amounts at present. As such, a contingency may be needed. A smaller scheme was in existence in Mawneys ward whereby vouchers for a voluntary food bank could be issued to people.
21. Youth Offending Team – This funding had been removed as some services were now administered by the Youth Justice Board.
22. Social Work Improvement Team – This funding, to cover training for staff, had been now been withdrawn by central Government. Training remained a priority for the directorate however.
23. Troubled Families – While this grant had now been withdrawn, some funding would come to the council as payment by results claims were submitted.
24. Culture & Leisure Savings – The predicted income increase from football pitches was due to the opening of more pitches rather than any plans to increase prices. Officers would confirm to Councillor Darvill the position as regards the pitches at the rear of the Albermarle Youth Centre. Income from Hornchurch Country Park was due to payments for cows being allowed to graze in the park. It was not expected that there would be complaints as a result of cow excrement due to the large size of the park. Officers would check re any current income from cows already grazing in the park. The reduction in cleaning costs would not result in dangerous glass etc being left in parks. There would be no impact of the removal of the car allowance for Parks Protection officers as staff would use Council vehicles.
25. Children's Services – Management & Administration Savings – These would result from restructures of the service following a series of reviews over the last six months.

26. Capital Expenditure – A Member welcomed the presentation of details of capital programme expenditure and requested that this format be followed to allow monitoring of savings throughout the year.

27. Corporate Plan Refresh – A Member requested that this be printed in a bigger typeface or in colour.



East London Waste Authority

Mark Ash

Head of Operations



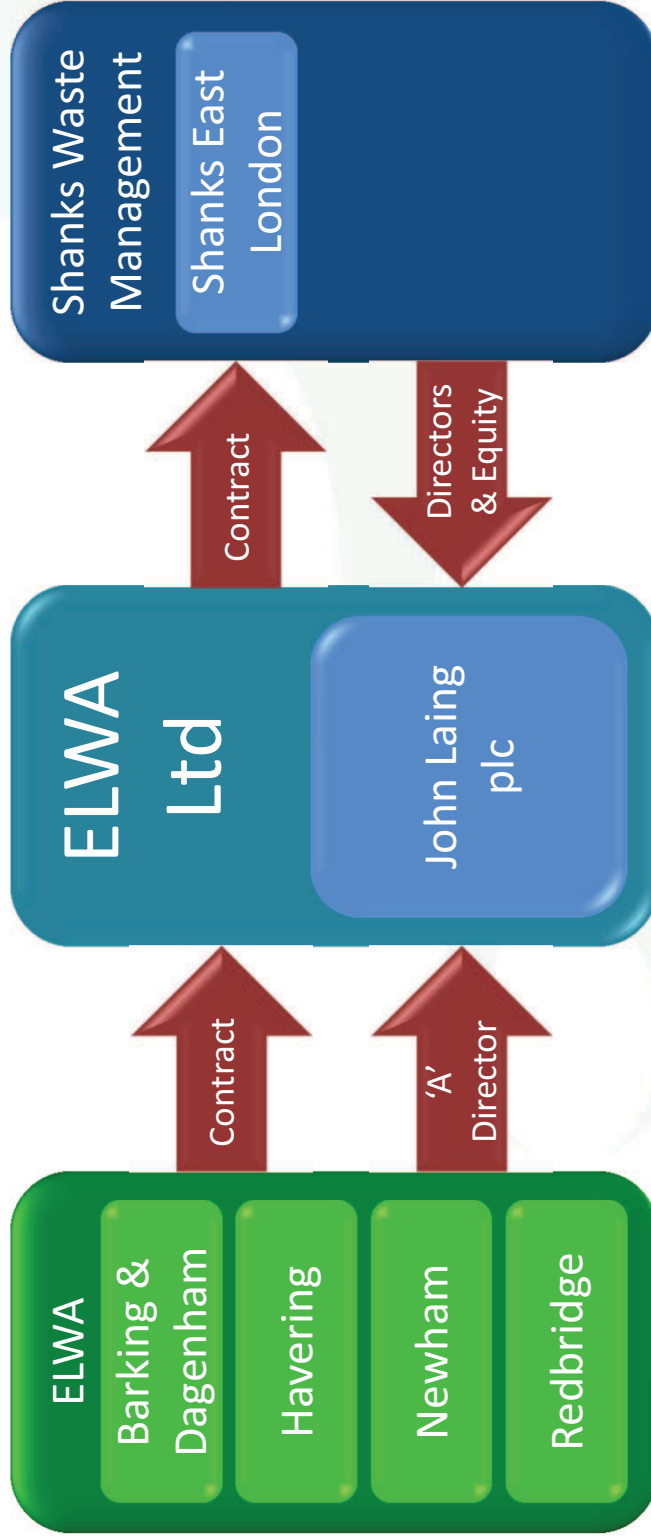
East London Waste Authority

East London Waste Authority

- ELWA established on 1st April 1986 following abolition of GLC.
 - statutory waste disposal authority
 - London Boroughs of, Barking & Dagenham, Havering, Newham and Redbridge,-
 - 2 elected members per borough
 - 6 officers
- ELWA responsible for disposal.
 - Boroughs for collection.



Contract Arrangements



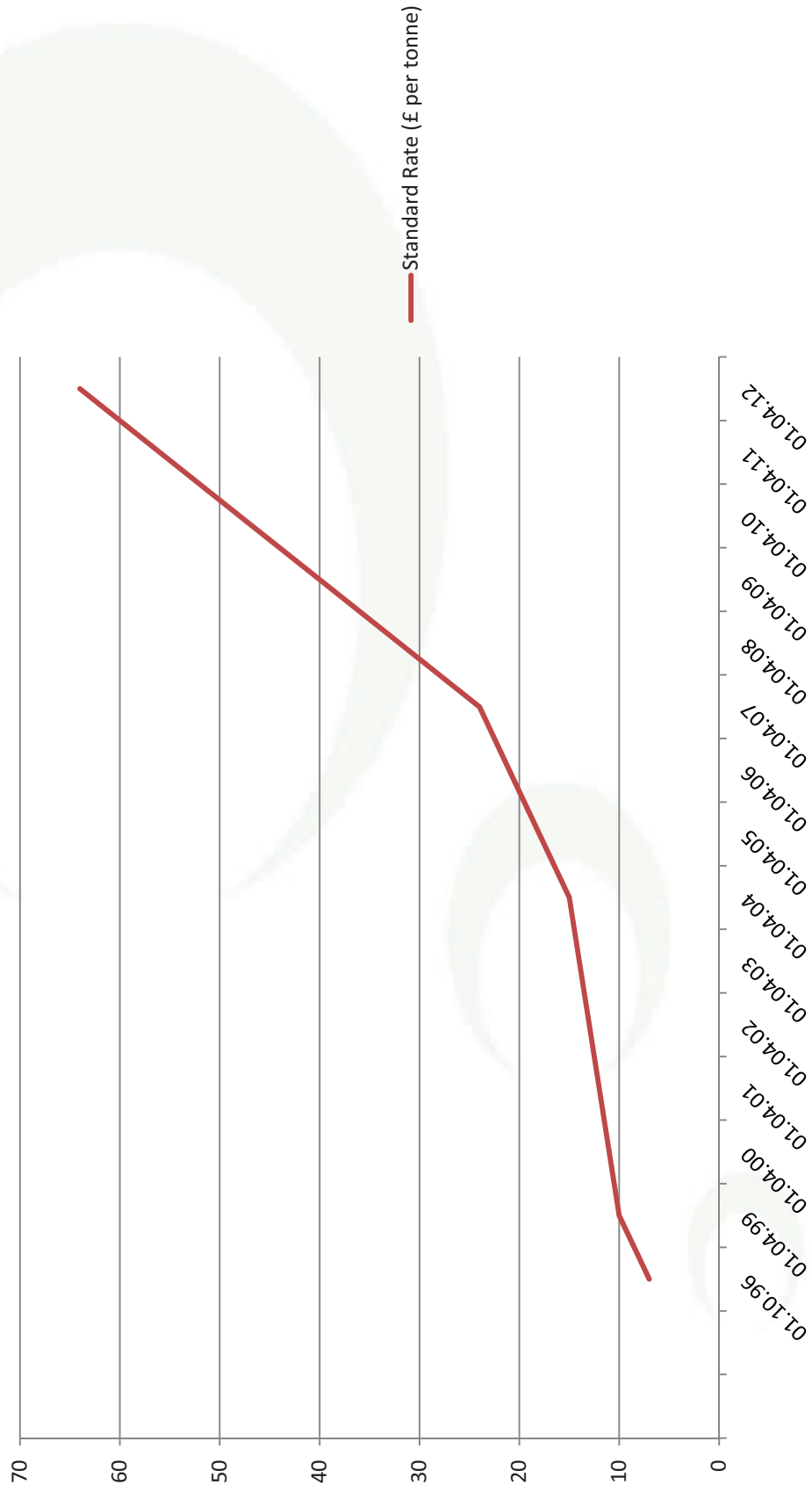
Reuse and Recycling Centres



Background to Changes

- The cost of waste disposal has risen significantly year on year. Minimising the waste that needs to be processed is an obvious means of making savings.
- Significant risk that residents from surrounding boroughs have been using ELWA's RRCs.
 - Chigwell Road - border of Waltham and Epping Forest;
 - Gerpins Lane – border of Thurrock.
- The waste disposal cost ultimately falls on ELWA residents.
- A charge on non ELWA residents would mean all additional costs were covered.

Landfill tax increase



CA sites feel force of council spending cuts

“Thurrock, have already unveiled which sites face the chop. The Essex unitary authority announced at the end of September that the St Clements Way household waste recycling centre in the west of the unitary authority would be ‘mothballed’ in a bid to save £135,000 per year. “

Lets recycle.com 16th December 2010

Communicating the Change

- A flyer was handed out at all RRCs two weeks prior to the start date.
- A half page advert was placed in five publications with circulation in the boroughs (Living) and surrounding areas.
- Signage was installed at the site.
- The council's & ELWA's websites were updated with further information.
- All councillors were written to by the ELWA chairman.
- All council tax payers received a leaflet with their annual demand.

Going to the tip? Take your ID.

From 9 May 2011, you must take proof of identity when you visit a Reuse and Recycling Centre



If you live in the boroughs of Barking and Dagenham, Havering, Newham or Redbridge, you can deposit household waste for free at these sites:

- Frizlands Lane, Dagenham
- Gerpins Lane, Upminster
- Jenkins Lane, Barking
- Chigwell Road, Woodford Bridge

But you must take ID. If you don't, you will be refused entry or have to pay a charge.

What ID do I need?

You need to take one form of current ID with you, which you must show to a staff member when you arrive.

Council tax bill

Driving licence

What if I live outside of the area?

If you do not live in Barking & Dagenham, Havering, Newham or Redbridge, you need to pay a minimum charge (cash only) to deposit waste. See details opposite.

These charges apply to household waste only. Commercial waste will be charged at the commercial waste rate. The Chigwell Road Reuse and Recycling Centre does not accept commercial waste.

	Car	£10
	People carrier	£10
	Any vehicle with a trailer	£40
	Any van, commercial or other vehicle	£40

For more information and contact details visit recycleforyourcommunity.com or call 0800 389 9918



East London Waste Authority

Monitoring & Controls

- ELWA set up a dedicated help line for any questions or complaints.
- We spoke to ELWA residents which revealed that the majority are happy to see measures being taken to reduce their costs.
- Queues, which were expected to be a potential problem at first, had been only a minor issue.
- At an early stage it was decided that asking for both forms of ID was overly demanding. As such, the requirement was reduced to one or the other.
- ELWA has had no reports of an increase in fly-tipping in any of the boroughs.

Temporary Disclaimer

Any ELWA residents who visited the RRC without being aware of the changes were asked to complete a disclaimer form in lieu of ID to use the site.

This allowed them access to tip their waste on that occasion, and they are provided with the flyer asking them to provide ID in future.

This was discontinued after a set time.



Household Waste and Proof of Residency

East London Waste Authority (ELWA)-Reuse and Recycling Centres (RRC)

Please read carefully before signing

This Reuse and Recycling Centre is for use of residents only for the disposal of household waste. All visitors to this Centre are required to prove that they are residents of Barking & Dagenham, Havering, Newham or Redbridge.

You are being asked to complete and sign this form either because you are unable to provide proof of residency and / or to confirm that the waste you are depositing is from your own household.

Please tick to confirm that:

- I am a resident of Barking & Dagenham, Havering, Newham or Redbridge
- I agree to my details being passed to the relevant authorities to confirm proof of residency
- I am depositing household waste from my own property
- I am ~~NOT~~ depositing commercial or industrial waste

I make this statement believing the contents to be true and understand that I may be liable to prosecution if I have wilfully stated anything which I know to be false or that I do not believe to be true.

Name of resident _____

Vehicle Registration Number _____

Address of resident _____

Signed _____

Dated _____

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Name of resident _____

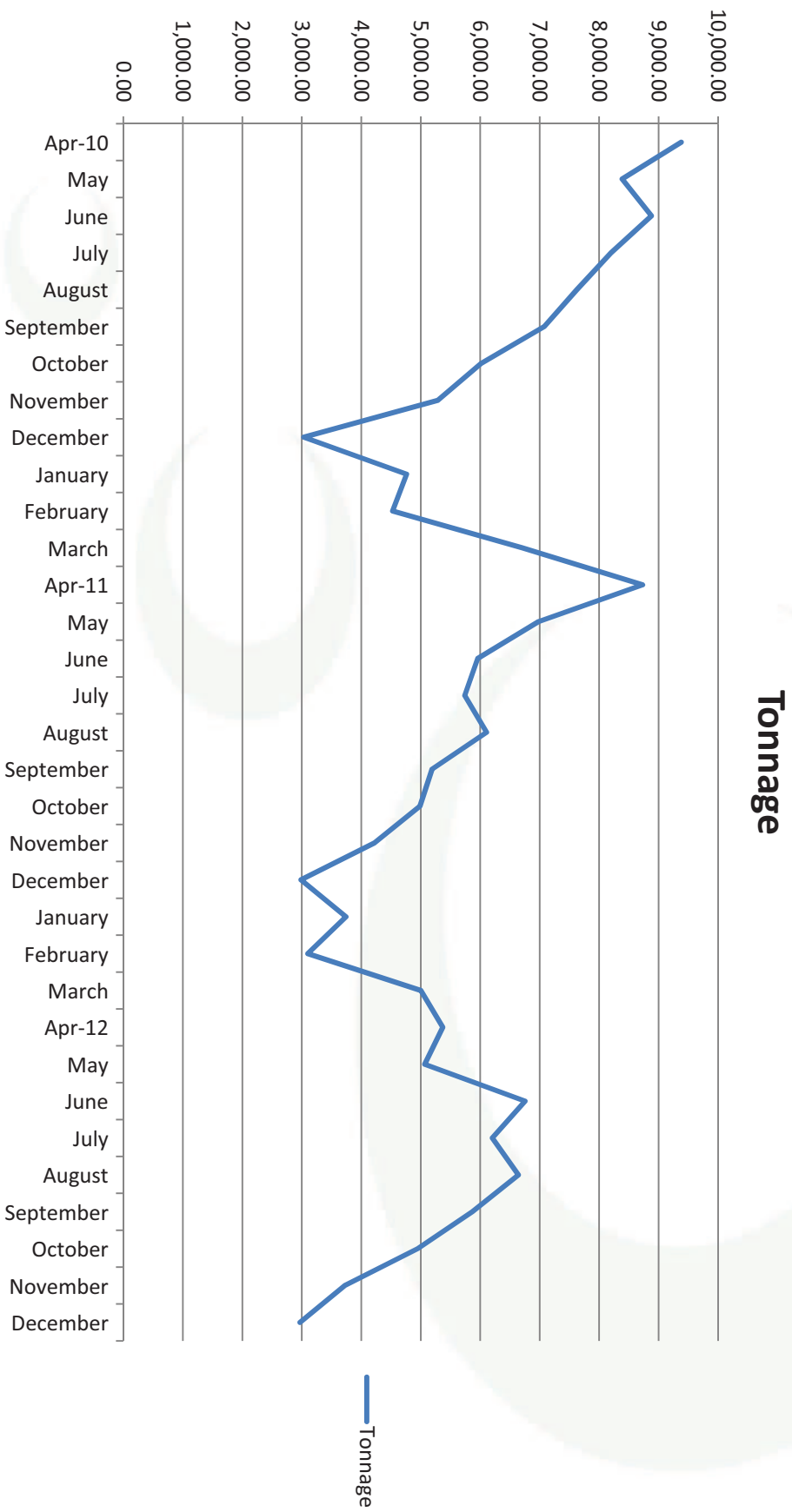
Vehicle Registration Number _____

Address of resident _____

Signed _____

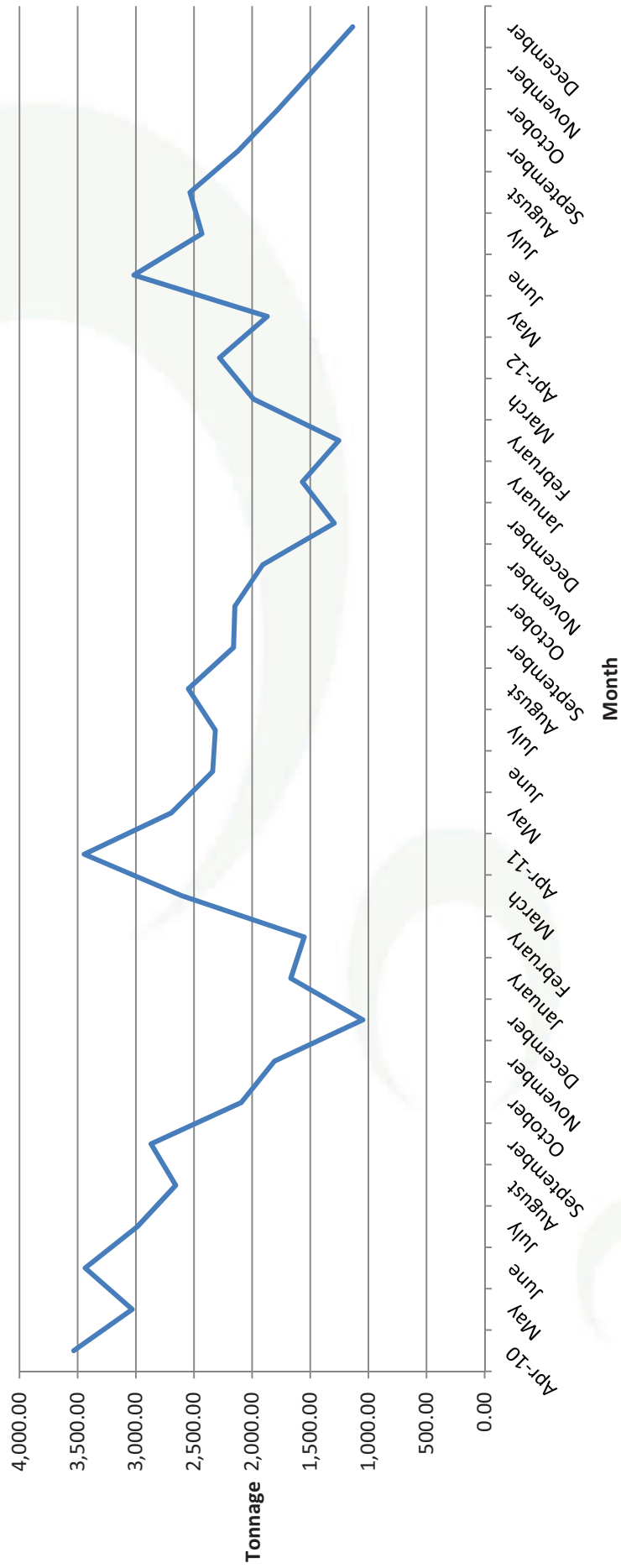
Dated _____

Effect of Change Overall



Effect of Change Locally

Gerpins Lane



Effect of Change Overall

- May 2010 – April 2011 RRC Tonnage 79,221t
- May 2011 – April 2012 RRC Tonnage 59,371t
- Waste Tonnage Reduction of 19,850t
- Equates to a 25% reduction in tonnes
- Equates to almost £1.2m saving in disposal cost!

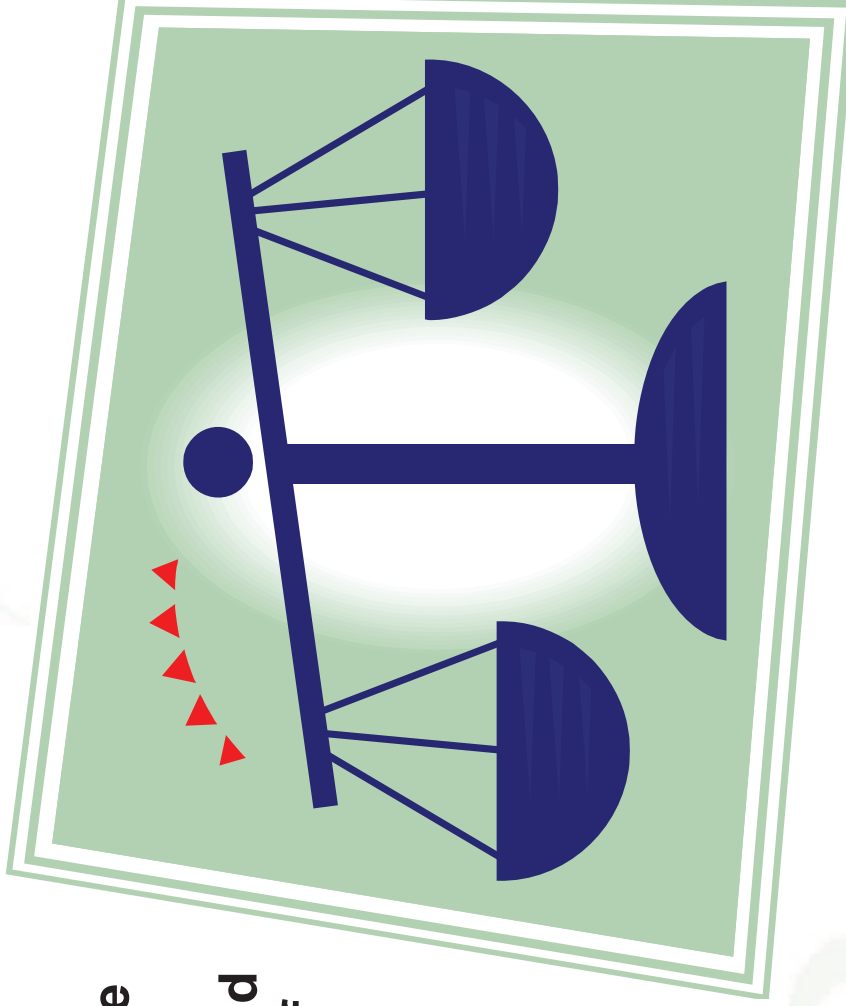
Is It Perfect?

- In short No, but it is significantly better!
- There is still trade waste entering the site.
- There are still non residents using the site.
- The site layout could be better.
- Waste segregation could be better.
- Signage could be better.
- Etc, etc, etc.....

A Balancing Act

Pareto Principle - 80% of consequences stem from 20% of the causes

80% of the problems are caused by 20% of the users



80% of users are compliant therefore only 20% are not

So What Now?

- Ongoing monitoring and communication
- Less traffic + Less Waste = More Opportunity
 - (Facilitated by a change in personnel)
 - Better waste segregation
 - Changed Layouts
 - Improved interaction with the public
 - More time to inspect for trade waste
 - Better reuse facilities
 - Improved signage
 - Openness to constructive ideas and suggestions

Any Questions?



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Briefing 4th March 2013.

Joining LoPS will allow Havering to exercise greater control over the road works taking place on our roads, helping to reduce the congestion and frustration caused by road works. This will, in turn, deliver benefits for the economy, the environment, and help to make everybody's journeys a little less stressful.

The London Mayor is keen for all London Boroughs to join LoPS and to date, 26 London Boroughs, TfL and the City of London have joined the scheme. Evaluation of the first year of LoPS indicates that a number of benefits have been realised by boroughs moving to the permitting system, such as:

- Reduced disruption on the roads covered by the permit scheme
- Less customer complaints about road works
- Better dialogue with the companies planning road works and more information being given about planned works.
- Improved co-ordination of works
- A reduction in the number of road works cancelled after the Borough's been informed about them (and they've been fitted into the co-ordination plan)
- Improved compliance with highways legislation by the companies undertaking road works.

The earlier adopters of LoPS have not faced any challenges or significant difficulties in running the scheme and the process for adopting LoPS is now very straightforward and clearly established.

It is a requirement that permit fees are set at a level which ensures that implementing the scheme is cost neutral to the local authority. The process for considering permit applications is more stringent than the current noticing system, which means that more officer time is needed to consider each application to dig up roads. A standard process is used to predict the additional resource requirements placed on any local authority entering LoPS by considering the historic numbers of road works in the borough. This process also establishes the fees that the borough should be charging for different types of road works. These figures are set out at the back of the Cabinet Report.

There is no impact on other "revenue sources", such as the s74 charges incurred when road works over run.

Across London, the authorities participating in LoPS have experienced a 10% reduction in the number of road works being undertaken by utilities companies as a result of adopting LoPS. It's also estimated that the scheme saved £2.7 million in congestion costs as a result of better collaboration and more joint working, that wouldn't have occurred without LoPS

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CABINET

21 March 2012

Subject Heading:

Cabinet Member:

CMT Lead:

Report Author and contact details:

Policy context:

Financial summary:

Is this a Key Decision?

Is this a Strategic Decision?

When should this matter be reviewed?

Reviewing OSC:

Adoption of the London Permit Scheme (LoPS) for Road Works and Street Works
Cllr Barry Tebbutt (Streetcare)
Cllr Robert Benham (Highways)
Cynthia Griffin, Group Director – Culture and Community
Emma Cockburn
01708 432850
emma.cockburn@havering.gov.uk
New Roads and Street Works Act 1991
Traffic Management Act 2004
Mayor's Transport Strategy 2010
Draft Network Operating Strategy 2011
Havering "Living Ambition" Agenda 2010
Havering Local Implementation Plan 2012
Network Management Plan 2006

There are no net financial impacts, as the additional staffing costs associated with LoPS will be covered by the revenue generated from the permit fees.

Yes

Yes

Annually

Environment

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

Ensuring a clean, safe and green borough	[✓]
Championing education and learning for all	[]
Providing economic, social and cultural activity in thriving towns and villages	[✓]
Valuing and enhancing the lives of our residents	[✓]
Delivering high customer satisfaction and a stable council tax	[✓]

SUMMARY

- i This report considers the rationale for Havering joining the London Permit Scheme (LoPS), providing details of the steps that need to be taken to join the scheme. Joining the LoPS will enable greater control and regulation of Street Works, allowing the Borough to meet its Network Management Duty under Part 3 of the Traffic Management Act 2004 and the Traffic Management Permit Schemes (England) Regulations 2007 (the Regulations).
- ii The LoPS has been designed to encourage better planning and management of road works, which is driving forward reductions in congestion across London's road network. This in turn is delivering benefits for the economy and the environment and improving the quality of people's daily journeys.
- iii 26 London Boroughs, TfL and the City of London have joined the LoPS in a series of three previous phases of implementation. The pathway to adopting LoPS is now clearly set up, with a standard route to implementation established. The earlier adopters have not faced any challenges or significant difficulties in operating the scheme.

RECOMMENDATIONS

Cabinet is recommended to:

- Agree to proceed with an application to the Secretary of State for Transport to join the London Permit Scheme, subject to the outcome of consultation (see 6.2).
- Delegate authority to the Group Director for Culture and Community, in consultation with the appropriate Cabinet Members, to take all actions necessary to implement the London Permit Scheme and to vary permit fees as required to ensure that permit fees meet, but do not exceed, the operating costs of the scheme.
- Delegate authority to the Group Director for Culture and Community, in consultation with the appropriate Cabinet Members, to recruit additional staff to the New Roads and Street Works Act team or revise existing structures as required to meet the needs of the service, in accordance with Council policies and procedures, on the basis that posts will be self-financing.

REPORT DETAIL

1. Introduction

- 1.1 The London Permit Scheme (LoPS) is intended to improve the way London Boroughs manage the impact of street works and activities on their highway networks. It is a common permit scheme that London's highway and traffic authorities have developed to comply with the provisions of the Traffic Management Act 2004 (TMA) and discharge their network management duty under the Act. The scheme has a single set of rules which each London highway authority operating the scheme applies independently to their own roads, subject to the normal cross boundary liaison and co-operation.
- 1.2 The LoPS has been rolled out across London in a series of phases, with only 6 boroughs (Havering, Merton, Bexley, Tower Hamlets, Sutton and Kensington and Chelsea) now not operating the scheme. The operation of the scheme over the last two years has allowed the processes of both initiating and operating the scheme in individual boroughs to be refined by the early adopters, ensuring a smooth path for those joining in later phases.
- 1.3 The first phase of LoPS was adopted by 15 London Boroughs, City of London and Transport for London in January 2010, having been approved by the Secretary of State for Transport in October 2009. The remaining London Boroughs that have implemented LoPS joined in phases 2 and 3. A fourth phase is planned for implementation later this year and the other five Boroughs not operating LoPS have given a clear commitment to join in this phase.
- 1.4 The adoption of LoPS by all traffic authorities in London is fully supported by the Department of Transport (DfT) and TfL.

2. Background

- 2.1 The current regime for regulating street works uses powers contained within the New Roads and Street works Act 1991 (NRSWA). Currently the NRSWA places a duty on highway authorities to coordinate works of all kinds on the highway and also places an equal duty on statutory undertakers to co-operate in this process. This requires statutory authorities and local authorities to give notice of their intention to undertake works to each other.
- 2.2 There are limited controls available under this legislation for the local authority to control the coordination of road works and the introduction of the Traffic Management Act 2004 (TMA) was intended to give more powers to local authorities to do this. The TMA has provided a range of different measures for controlling road works, including permit schemes and fixed penalty notices.

- 2.3 The TMA and the associated Regulations widen the NRSWA coordination duty to include other prescribed activities that involve temporary occupation or use of road space and Council works.
- 2.4 A Permit Scheme within the meaning of the TMA is a scheme which is designed to control the undertaking of specified works in specified streets in a specified area. It replaces the current “notice system” used under the New Roads and Street Works Act (NRSWA) whereby utility companies are only required to inform highway authorities of their intentions to carry out works in their areas. The Permit Scheme will continue to use similar concepts to the noticing system in a number of key areas, such as road categories and works categories to ensure consistency, and to facilitate better co-ordination.
- 2.5 All traffic authorities, including those in the London Permit Scheme, have a Network Management Duty specified under the TMA which, in conjunction with the duty to co-ordinate under the NRSWA, requires that they manage their road network so far as may be reasonably practicable to the following objectives:
- securing the expeditious movement of traffic on the authority’s own road network and,
 - facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.

3. The London Permit Scheme (LoPS)

- 3.1 The LoPS has been prepared in accordance with the statutory duties in the TMA and the objectives are to:
- Provide an environment to help each of the Permit Authorities operating the LoPS to meet their network management duty,
 - Support those seeking to minimise disruption and inconvenience across London by encouraging good practices, mutual and collaborative working arrangements and a focus on co-ordination and getting it right,
 - Encourage a high emphasis on safety for everyone including site operatives and all other road users with special emphasis on people with disabilities,
 - Encourage a sharing of knowledge and methodology across the industries working within the London Permit Scheme,
 - Emphasise the need to minimise damage to the structure of the highway and all apparatus contained therein,
 - Provide a common framework for all activity promoters who need to carry out their works in London,
 - Treat all activities covered by the scheme and activity promoters on an equal basis.
- 3.2 The permit scheme requires that any works promoter who wishes to carry out any registerable activity in a road or street must obtain a Permit from the

relevant Permit Authority operating the LoPS. With the exception of emergency works, they will be expected to apply for the permit prior to work commencing, with minimum notice periods specified within the scheme. The permit allows the promoter to carry out the specified activity and will set out the location, start and finish dates, duration and any specific conditions that may be required. The LoPS does not apply to work promoters that are not statutory authorities (e.g. developers, building firms and domestic drainage companies) and in these cases street works will continue to be applied for through an application for a Street Works Licence under section 50 of NRSWA.

- 3.3 The TMA enables permitting authorities to charge a fee for the issue of a Permit or a Provisional Advance Authorisation and on each occasion on which there is a variation to a Permit or its conditions. The purpose of levying charges under LoPS is only to allow permit authorities to cover its costs in running the Permit Scheme. Permit authorities are not expected to generate surplus revenue and this is not in the spirit of the legislation. Applications for Permit Schemes to the DfT are scrutinised in this regard and have to demonstrate that the fee levels proposed reflect the operating costs of the scheme.
- 3.4 One of the key principles of permit schemes is that statutory undertakers' activities are carried out on an equal basis. The present regulations provide for Permit Schemes to include street works by statutory undertakers and highway authority works such as routine and structural maintenance, drainage and traffic schemes. In short local authority works promoters would have to apply for permits in exactly the same way as statutory undertakers and would be subject to the same conditions attached to a permit being approved to undertake works.
- 3.5 Although no permit fees will be charged for applications to execute works on the highway network by local authorities own works promoters, they must have a process and resource in place that will enable them to apply for permits within the correct timescales for the relevant works they are promoting. This aspect of impartiality is important to the successful management of all works on the highway, allowing the authority to fulfil the network management duty imposed on it under the TMA.
- 3.6 The LoPS recognises the importance of sharing road space between works promoters as well as trench sharing in order to minimise disruption and delay to traffic. Where several promoters intend to work together within the same site and submit applications at the same time, permits, although being part of the scheme, will not attract a permit fee in order to encourage joint working. However it must be noted that if any of those promoters then fail to work together the permit may be revoked, taking into account the circumstances and new permits may be required. It is the intention of LoPS to encourage better planning of works by works promoters, thereby reducing the level of congestion caused by road works and helping to reduce the level of vehicle emissions and improve air quality.

4. First Year LoPS Evaluation

4.1 Research carried out by TfL in association with the London Boroughs that have already entered into the first phase of implementation, demonstrated that the LoPS was a viable alternative to the NRSWA noticing regime for managing works on the highway and has helped to minimise congestion from works and improve network performance.

4.2 Following the first year of operation, TfL produced a first year monitoring report which highlighted a number of successes attributable to the scheme in 2010:

- An 147% increase in the number of recorded days of disruption saved through joint working and collaboration.
- £2.7 million saved in congestion costs, through increased joint working and collaboration
- A 10% reduction in the total number of works undertaken by utilities
- Delivery of a large portion of the expected levels of benefits for average journey time and journey time reliability

4.3 The report also contained feedback from participating boroughs on their view of the first year of operation, which was overwhelmingly positive. Boroughs found that moving to the permitting system:

- Reduced disruption on their networks
- Reduced the level of complaints about road works
- Improved the quality of information received from works promoters
- Improved dialogue with works promoters
- Improved the co-ordination of road works
- Reduced the number of Notices/Permits cancelled
- Reduced requests for early starts
- Improved compliance with highways legislation by works promoters

4.4 The ability to apply conditions was seen to be a particularly beneficial aspect of the scheme, as illustrated by the following quote from Haringey:

“The application of conditions to permits has greatly increased the ability of highway authorities to control the times and days on which works are undertaken and thereby minimize disruption.

The application of conditions has also given the ability to address the requirements of specific parts of the highway network, such as schools, elderly people’s residential homes and disabled people’s facilities. For example where works are being undertaken in proximity to a school working hours can be limited to avoid the arrival and departure times of pupils and parents. The use of temporary light signals can now also be better controlled by specifying a requirement for signal timings to be “tidal” to

reflect different am and pm traffic flows or where necessary that signal be manually controlled during peak traffic flow periods to enable changes in traffic flows to be compensated for and so that any equipment failures can be dealt with instantly. “

5. Resourcing Requirements for Implementation in Havering

- 5.1 Because the LoPS is a more stringent system of managing road works than the current noticing system, it is anticipated that LoPS will place greater demands on the Borough to effectively manage road works. It is expected that the equivalent of four posts will be required to support the administration of LoPS, undertaking permit validation, assessing impacts of proposed works, assessing proposed traffic management measures, applying temporary traffic restrictions and parking controls, applying permit conditions, assessing compliance with permit conditions, visiting sites and dealing with complaints and enquiries. Much of this work can be undertaken by staff already employed within the Streetcare service, and redistribution of work within the service would allow this resourcing requirement to be met without recruiting additional staff to the authority. Salary and overhead costs associated with the administration of LoPS are self-financing from permit fees.
- 5.2 The transition from the current noticing system to the LoPS will generate a training need for staff within both the Streetworks Team and internal works promotion teams. Internal works promoters will have to use the internal permitting module to notify the Streetworks Team of forthcoming works and all these staff will have to be trained in the mechanics of the permitting system.
- 5.3 Additional IT resources will be required to support the implementation of this new way of managing road works, which are readily available but have cost implications. These initial start up costs are expected to be insignificant compared to the revenue generated by the Streetworks Team in the first year of permit operation and will be managed within existing Streetcare budgets for training and equipment. Further details of how these resourcing requirements have been calculated are available in the background papers.

6. LoPS consultation and implementation

- 6.1 Part 2 of the TMA requires a full statutory consultation to be undertaken by authorities progressing permit schemes (as required in the Traffic Management Act Permit Schemes (England) Regulations 2007). As a part of the implementation of previous phases of LoPS, consultation with statutory undertakers and works promoters was undertaken and approval subsequently granted by the DfT for the scheme in accordance with current legislation. A similar exercise will be required to widen the scheme across London for phase four. The operating conditions of the scheme, however, will be the same as for previous phases as this is a common scheme.

- 6.2 As a result of TfL's interest in getting the outstanding boroughs signed up to LoPS, a consultation on behalf of the fourth tranche boroughs has been organised by the lead London Borough, Hammersmith & Fulham. This consultation commenced at the end of January and will be open for three months. The consultation is primarily aimed at highway authorities, utility companies and their regulators but responses are welcomed from any party with an interest. The list of consultees and the scope of the scheme is exactly the same as the consultation undertaken for previous phases and so there is a very low expectation of any issues arising. A list of consultees can be found in the background papers.
- 6.3 Should the council decide to proceed with entry to LoPS, the next step will be to submit a formal application to the Secretary of State for Transport to adopt LoPS, subject to the consultation process first being completed satisfactorily. The submission documents required follow a standard format and will include a cost benefit analysis that has been validated by TfL. The Secretary of State may then approve the scheme with or without modifications and it will be given effect by a Statutory Order. This authorisation process will take up to 12 weeks to complete.
- 6.4 When DfT give approval all activity promoters within the relevant LoPS Permit Authority areas and all those consulted on the proposed scheme will be provided with four weeks notice of the operational start date of the scheme. The Permit Authority would then provide details of the scheme and any transitional arrangements including any practical steps needed to ease the transition. The length of time from DfT approval to implementation is usually approximately 10 weeks, although individual authorities may choose to delay start dates
- 6.5 It should be noted that if a Permit Authority wishes to cease running a permit scheme, they must first consult all interested parties and then apply to the Secretary of State to revoke the scheme. It is not possible for the Permit Authority to discontinue a permit scheme and re-establish a notice system in their area without the approval of the Secretary of State.
- 6.6 The "Your Council Your Say" survey, undertaken in early 2011, highlighted the importance that local residents place on both tackling congestion and road and pavement repairs. With poorly reinstated road works contributing to the menace of potholes, and road works generally causing congestion, it is clear that a better system of managing road works will help to deliver improvements that are of value to local residents.

REASONS AND OPTIONS

7. Reasons for the decision:

- 7.1 It is recommended that the Council agrees the introduction of the Permit Scheme to control and manage potential disruption on the Borough's streets as part of its statutory responsibility under the Traffic Management Act to manage the road network to secure, as far as may be reasonably practicable, the expeditious movement of traffic.
- 7.2 The Permit Scheme will serve to move towards this objective and will be adopted by all other London Highway Authorities at the end of the current tranche.
- 7.3 Overall there will be no net financial cost to the Borough and there is the potential to make significant improvements in managing and controlling unacceptable obstructions of the highway.
- 7.4 The scheme will contribute to the delivery of a number of Council objectives, since better management of street works and consequent reductions in congestion will support economic activity, increase safety and improve conditions for residents. The use of permit fees to cover the costs incurred will allow the Council to deliver an improved service at no additional cost to local residents.

8. Other options considered:

- 8.1 The Council could continue to manage street works under the current noticing system indefinitely, or could opt to join LoPS at a later date. Both of these options may have risks for the Council.
- 8.2 Within the current tranche of entry to LoPS, a high level of support is being provided by colleagues from the lead borough (Hammersmith and Fulham) and from TfL. Should Havering choose to defer joining the scheme until a later date, it is likely that the level of external support available would be reduced, increasing the costs of joining to the Borough.
- 8.3 In the current economic climate there is increasing pressure on Local Authorities to reduce costs through the adoption of working practices that deliver efficiencies, with joint procurement of services by groups of boroughs becoming increasingly common. Should Havering decide not to join LoPS, it will be managing street works in a different way to all other London Highway Authorities. This could create problems for Havering in future joint procurement exercises for highway services.

- 8.4 The London Mayor places a high priority on the effective management of street works and the outstanding boroughs are being actively encouraged to join LoPS. Havering has close links with the Mayor, GLA and TfL, and given this context of strong partnership working arrangements with these groups, it is considered prudent for the Borough to progress towards entry of LoPS.

IMPLICATIONS AND RISKS

9. Financial implications and risks:

- 9.1 An assessment of the cost of running the scheme in Havering has been undertaken. A standard permit fee matrix is used by the London Boroughs to estimate the overall operating costs which include employee costs, operational costs and overheads. The income from permits would match the overall operating costs to make this a self financing scheme and comply with the Permit Fees Guidance (July 2008). Under the rules of the scheme, income derived from permit fees can only be used to cover the additional costs of operating the permit scheme and must not be used to generate revenue for the Local Authority.
- 9.2 The costs of operating the scheme are calculated by taking historical information about the number of works notices and various works types, details of staff salaries for different roles and estimating the time to complete the various tasks necessary to assess different types of permit application. This includes reviewing any relevant conditions to be included on the requested permit. The calculations in the permit fee matrix have identified the need for the equivalent of approximately 4 FTEs to operate a permit scheme in Havering (see Appendix 1 – Havering LoPS Matrix). The costs of all staff required to operate the scheme would be met from the income generated by the permit scheme.
- 9.3 Initial start up costs would be incurred prior to operating LoPS which will involve staff training and setting up of computer systems and infrastructure. However these costs are expected to be small (c.£10,000) and could be absorbed within existing revenue budgets. These would in effect be a one off setup cost.
- 9.4 In order to satisfy the Secretary of State for Transport that the benefits outweigh the costs of operating LoPS, a detailed cost benefit analysis (CoBA) is prepared for each joining local authority. Havering has submitted the relevant information to TfL, who are completing CoBA on behalf of all London Authorities wanting to adopt LoPS. An undertaking will also be entered into by each joining authority with the DfT in order to ensure that the fee income does not exceed the operating costs. This requires that the

prescribed costs of operating the scheme are evaluated within 6 months of the start of the permit scheme and on an annual basis thereafter. It is necessary to demonstrate that the scheme is self financing and also that it does not generate profit.

- 9.5 It should be noted that the income from operating the Permit Scheme is in addition to the current income generated in the delivery of other statutory functions under NRSWA. Permit Fees would be invoiced on a monthly basis following completion of the works activity. Monies generated from statutory undertaker permit fees could not be used directly to cover the costs incurred in issuing permits for local authorities own works.
- 9.6 The calculations in the permit fee matrix follow a standardised and consistent format, using national guidelines where available. A number of assumptions have been made in respect to operational parameters, which are explained in the London Permit Schemes Assumptions Document (see background papers).

10. Legal implications and risks:

- 10.1 The London Permit Scheme is based on Part 3 of the Traffic Management Act 2004 (TMA) (sections 32 to 39) and the Traffic Management Permit Schemes (England) Regulations 2007. The London Permit Scheme is a permit scheme within the meaning of Section 32 (1) of the TMA.
- 10.2 For any street where a permit scheme operates, the Permit Regulations disapply or modify certain sections of the New Roads and Street Works Act (NRSWA). Therefore in permit areas duties placed upon activity promoters and street authorities under the NRSWA are replaced by equivalent duties imposed under Part 3 of the TMA and the Regulations.
- 10.3 If the Secretary of State approves the scheme he will make an order (a statutory instrument) giving effect to it. The order will, amongst other things, specify the date on which the scheme will come into effect.
- 10.4 The Council must be ready to implement the permit scheme from the date specified in the order, as some key powers it previously used to manage street works will not be available to it after that date. Although it is possible to get the start date put back by requesting the withdrawal of the first order and a new one with a new date made in its place.
- 10.5 Once the order has been made giving effect to the scheme the Council must notify all those that it consulted earlier on in the process before it submitted its application for the scheme.
- 10.6 Once an order has been made changes can only be made to the scheme if all (it being a common scheme) the participating authorities agree and the

Secretary of State agrees. An application is therefore needed to the Secretary of State. An explanation and justification for the change will need to be given.

- 10.7 If the Council were to decide that it wishes to cease running the scheme an application would need to be made to the Secretary of State to revoke the scheme. Thus the Council could not discontinue the scheme and re-establish a notice system in their area without the approval of the Secretary of State.
- 10.8 Before asking the Secretary of State to change or revoke the scheme the Council would have to consult all those consulted earlier on in the process before it submitted its application for the scheme. On any changes being made or the scheme being revoked these persons would need to be notified.
- 10.9 The Secretary of State has the power to vary or revoke a permit scheme under s36 of the Traffic Management Act 2004 and can use this power to make any changes to schemes he considers appropriate (following consultation) in the light of a review.
- 10.10 It is not mandatory for highway authorities to run permit schemes although the Secretary of State has the power to direct a local highway authority to prepare and submit a permit scheme under s33(2) of the Traffic Management Act 2004. This means that if the majority of London Boroughs adopt a permit scheme, the Secretary of State could direct any remaining boroughs to also adopt a permit scheme.
- 10.11 In accordance with Regulation 39 of the Regulations, authorities operating a Permit Scheme must be set up to receive applications, issue notices and otherwise communicate electronically. All such communications relating to the works on the highway will be made using the Electronic Transfer Notices (EToN) system where ever possible.
- 10.12 All registerable activities for which a Permit is required and has not been sought and granted cannot be carried out without committing an offence. Where there is proof that any undertaker has committed a criminal offence (Permit offences apply only to undertakers and not to highway authorities) where it is both practical and appropriate the Permit Authority will contact the undertaker before taking action to seek to discuss the matter.

11. Human Resources implications and risks:

- 11.1 It is estimated that four posts will be required to operate the Permit Scheme. A reorganisation of work distribution within the Streetcare Service will allow this activity to be distributed amongst existing staff, predominantly those working in the NRSWA team.

11.2 Current estimations are that this is the minimum staffing level required to implement and operate the scheme. However, if the volume of Permits is significantly higher than anticipated it may be necessary to recruit additional staff to cover the work. It is anticipated that if such a situation were to arise, the costs would be fully met from permit income, thereby continuing to ensure that the service is self-financing.

12. Equalities implications and risks:

12.1 The LoPS is an existing scheme in operation which is made under powers in the TMA and associated regulations that has already been subject to an assessment of its impact on equalities during the legislation making process which included extensive consultation nationally. The highway and traffic authorities in London, to which the LoPS applies, have also had regard to the requirements of Section 49A of the Disability Discrimination Act 1995 in developing the scheme.

12.2 The introduction of LoPS will not change the basic principles of street works regulation for road users but it will introduce charges for statutory undertakers wanting to undertake works. The charging regime is for the purpose of recovering the cost of the network management service in order to allow sufficient resource to operate the permit scheme effectively. This will only affect statutory undertakers and equally charges them for the service they receive.

12.3 The main equality group affected by the impact of road works are the visually and mobility impaired (disability) due to the physical changes to the street environment during works. Specific and careful consideration has been given in developing the LoPS to reflect the needs of pedestrians and motorists with disabilities. There has been wide ranging consultation with a number of groups well placed to assist on issues arising which concern, in particular, those with disabilities including The Disabled Persons Transport Advisory Committee and The Guide Dogs for the Blind Association.

12.4 A positive aspect of the use of permits is that any specific conditions relating to work on the highway can be stipulated on the permit and require works promoters to implement any measures needed to ensure adequate safety and access for road users, particularly vulnerable road users. This will allow more effective enforcement of works and improvements for vulnerable road users.

BACKGROUND PAPERS

Traffic Management Act 2004, Statutory Guidance for Permits

http://www.google.co.uk/url?q=http://assets.dft.gov.uk/publications/statutory-guidance-permits/statutory-guidance-permits.pdf&sa=U&ei=uiqHT7TOM4-0-QapjKmfAQ&ved=0CBAQFjAA&usq=AFQjCNHZ_M_O89twJc_BlqXFn5PvU60bA

Traffic Management Act 2004, Permit Fees Guidance

http://www.google.co.uk/url?q=http://assets.dft.gov.uk/publications/permit-fees-guidance/permit-fees-guidance.pdf&sa=U&ei=CikHT9_FO8Wp-gbh44C_AQ&ved=0CBAQFjAA&usq=AFQjCNGKWfYFQvmvDNM-zHiy5SvZ62PtCQ

London Permit Scheme For Road Works and Street Works, 15th October 2009

<http://www.londoncouncils.gov.uk/London%20Councils/LOPSfvapproved151009.pdf>

London Permit Scheme for controlling works related activities in the street – Cost Benefit Analysis – version 11.0, 30th January 2012

<http://www.londoncouncils.gov.uk/London%20Councils/Phase4CoBAv1.pdf>

London Permit Scheme Assumptions Document

London Permit Scheme For Road Works and Street Works, First Year Evaluation Report

<http://www.londoncouncils.gov.uk/London%20Councils/LondonPermitSchemeEvaluationReport.pdf>

London Permit Scheme list of consultees

Appendix 1 – Havering LoPS Matrix

Appendix 1 – Havering London Permit Fee Matrix

A standard permit fee matrix is used by TfL to prepare a cost benefit analysis for submission to DfT. This matrix follows a nationally agreed format, using automated calculations to determine the operating costs of the scheme, the number of staff needed to operate it and the permit fee charges required. This allows individual boroughs to set their permit fees at a level which will meet the requirement for the scheme to be operated in a cost neutral manner.

The data entered into this spreadsheet model consists of historical information about the number and type of works notices (2007/08 being the agreed base year), staff salaries for different types of role (based on current NRSWA team structure) and estimates of the time taken to process permit applications for LoPS (London averages used).

The DfT sets a cap on the maximum charges that can be applied for each class of permit and where this has limited the permit fee chargeable, this has been indicated with shading.

Category 0-2 and Traffic Sensitive Streets					
Activity Type	Estimated No. of Permits	Cost per Permit	Estimated No. of Permit Variations	Cost per Permit Variation	Total Cost per Activity Type
Provisional Advance Authorisation	19	£97	N/A	N/A	£1,855
Major	22	£220	4	£45	£4,954
Standard	522	£129	52	£45	£69,474
Minor	868	£65	43	£45	£58,147
Immediate	545	£57	27	£45	£32,024
Sub Total	1975		127		£166,454
Category 3-4 Non-Traffic Sensitive Streets					
Activity Type	Estimated No. of Permits	Cost per Permit	Estimated No. of Permit Variations	Cost per Permit Variation	Total Cost per Activity Type
Provisional Advance Authorisation	71	£75	N/A	N/A	£5,310
Major	76	£149	15	£35	£11,793
Standard	646	£75	65	£35	£50,680
Minor	3488	£45	174	£35	£163,083
Immediate	1334	£40	67	£35	£55,711
Sub Total	5615		321		£286,577
Totals					
Estimated No. of Permits		Estimated No. of Permit Variations		Income	
7590		448		£453,031	

Operating Cost Breakdown				
Permitting Team	Employees Required	Salary Costs	Overhead Costs	Employee costs
Street Works Officers	1.58	£51,366	£75,508	£126,873
Street Works Coordinators	1.87	£76,053	£111,798	£187,852
Traffic Managers	0.71	£33,063	£48,602	£81,665
Total Employee Requirements	4.16	£160,482	£235,908	£396,390
Operational Factor Costs				£67,386
Total Costs				£463,776

The salary costs are calculated by applying an increase of 27.8% to the base salary to cover national insurance and pension contribution costs. The overhead costs are included to cover the costs of standard overheads such as office accommodation, IT provision, HR and management servicing and equipment. These overhead rates have been agreed to apply to all members of the LoPS scheme.



ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:

Corporate Performance Report 2012/13
Quarter 2

CMT Lead:

Cynthia Griffins

Report Author and contact details:

Wendy Gough
01708 432441

Policy context:

Quarterly performance information as
requested by members.

SUMMARY

This report sets out the performance of the Council's Corporate Performance Indicators for the second quarter (July-September 2012)

RECOMMENDATIONS

Members are requested to review the performance information shown and raise any matters of concern at the Environment Overview and Scrutiny Committee meeting.

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CABINET

23 January 2013

Subject Heading:	Corporate Performance Report 2012/13 – Quarter 2
Cabinet Member:	Councillor Michael White
CMT Lead:	Cynthia Griffin
Report Author and contact details:	Claire Thompson, Corporate Policy & Community Manager, claire.thompson@havering.gov.uk 01708 431003
Policy context:	The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 2 of 2012/13.
Financial summary:	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	The Corporate Performance Report will be brought to Cabinet following the end of each quarter.
Reviewing OSC:	Value

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

Ensuring a clean, safe and green borough	[X]
Championing education and learning for all	[X]
Providing economic, social and cultural activity in thriving towns and villages	[X]
Valuing and enhancing the lives of our residents	[X]
Delivering high customer satisfaction and a stable council tax	[X]

SUMMARY

This report sets out the performance of the Council's Corporate Performance Indicators for the second quarter (July-September 2012), against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

Of the 68 Corporate Performance Indicators, 40 are able to be measured quarterly. The remaining indicators are collected on an annual or bi-annual basis only.

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating is:

- Red = more than 5% off the Quarter Target
- Amber = up to 5% off the Quarter Target
- Green = on or above the Quarter Target

Where performance is more than 5% off the Quarter Target and the RAG rating is 'red', a 'Corrective Action' box has been included in the report. This highlights what action the Council is taking to address poor performance where appropriate.

Also included for indicators measured quarterly is a Direction of Travel (DoT) column which compares performance in Quarter 2 2012/13 with performance in Quarter 2 2011/12. A green arrow symbol (↑) signifies performance is better than Quarter 2 2011/12 and a red arrow symbol (↓) signifies performance is worse than Quarter 2 2011/12.

Of the 40 indicators measured quarterly, 37 have been given a RAG status in Quarter 2. For three indicators a RAG status is not applicable this quarter. In summary 21 indicators (57%) are rated as 'green', 4 indicators (11%) are rated as 'amber' and 12 indicators (32%) are rated as 'red'.


RECOMMENDATIONS

Members are asked to review the contents of the report and note its content.


REPORT DETAIL

Summary of indicators rated as ‘red’



Environment

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Total number of fly tip incidents	1,554	1,645	
<p>This indicator fluctuates due to seasonal variance- in the Summer when the weather is brighter more people clear out homes and garages. Performance is expected to improve in Quarter 3. In addition, the Environment Agency has recently clarified the definition of what constitutes a fly tip and some of the incidents that we have been recording as fly tips may be reclassified. In light of the change in definition, officers are working to identify these incidents; we will then recalculate the numbers back to April 2012.</p>			

Towns and Communities

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Processing of major applications within 13 weeks (%)	60%	50%	
<p>Of the 6 applications received, 3 were determined in the required time this quarter. The reason 3 applications were not determined within the 13 week period is because the proposals were still being negotiated with developers before a decision was made.</p>			

Individuals

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Overall number of delayed transfers of care from hospital per 100,000 population (shared with BHRUT/PCT/CCG)	7	15.2	
Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	3	3.7	
<p>These indicators are in relation to hospital discharges. The first indicator is an overall partnership indicator led by the Clinical Commissioning Group (CCG) that measures the total number of delayed discharges across the system including in the hospital itself. The second indicator is for ASC and health. This is reducing due to work being undertaken within social care and the number of delays is lower than last year. The indicator is red because a challenging target has been set for this year to drive improvement. The Council continues to work with the London Boroughs of Barking and Dagenham, and Redbridge and all three Clinical Commissioning Groups (CCGs) as well as health providers (BHRUT & NELFT) to improve systems, processes and care in the community in order to prevent unnecessary hospital admissions, particularly for older people. In addition, a performance improvement programme has recently been designed which will mean all providers will need to change the way discharges are managed.</p>			

Cabinet, 23 January 2013

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
% of Child Protection Plans lasting more than 24 months	5%	8%	↓
A range of positive work is underway to minimise child protection plan duration, including use of 'Signs of Safety' to ensure that plans are understood and owned by the parents, and wider use of Family Group Conferences. The margins are very small for this indicator due to a relatively low number of children on child protection plans. By year-end, the difference between achieving 5% rather than 8% would be only three children.			
% of placements lasting at least 2 years	75%	66%	↑
The % of placements lasting at least 2 years is a measure of the stability of placements for looked after children. The performance in this area is not considered good enough, particularly in the area of teenagers where foster care placements can tend to break down. A review of this area has been undertaken which has resulted in increased work to recruit foster carers and changes to procedures so that they offer greater support to the foster care placements when they come under pressure. This is an area that is being prioritised for improvement within children's services.			
Direct payments as a proportion of self-directed support (%)	15%	11.4%	↑
A more stretching target has been set for this indicator than last year in order to continue to increase the amount of choice and control for social care clients. In line with the national picture, we continue to face challenges in increasing the take up of direct payments for older people. The Service is working hard to help people make best use of the money they receive to purchase their own care services and to increase the proportion of people who use Personal Budgets.			

Value

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Sickness absence rate per annum per employee (days)	7.6 days	8.1 days	↓
Work is currently taking place to identify why sickness absence has increased over the last year and this has been made a corporate priority. Once any issues or trends have been identified, actions will be put into place to address these.			
Speed of processing changes in circumstances of HB/CTB claimants (days)	12 days	26.07 days	↓
Speed of processing new HB/CTB claims (days) (NEW)	19 days	32.74 days	↓
The indicators relating the Housing Benefit and Council Tax Benefit are recession related. There has been an increase in the numbers of people claiming housing and council tax benefit and needing to be assessed for those benefits because of changes in their circumstances. This increase has put substantial pressure on the staff processing these claims and some additional resources have been brought in to clear a backlog that has developed. Given the upturn in demand/activity it is anticipated that, despite the additional resources, performance will not substantially improve until Quarter 3. A review of overall demand is being undertaken as this upturn has had knock-on effects on the customer services function while it is continuing to implement the new customer services processes.			
% of Member/MP enquiries completed within 10 days	90%	83.60%	↑

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
% of corporate complaints completed within 10 days	90%	78.7%	↑
A large proportion of Member/MP enquiries and corporate complaints are related to Housing as a result of the benefit reforms, rather than an enquiry about the service. The CRM system is being developed to record Member/MP correspondence and the new system has the facility of email chasers to remind staff of the service level agreement target of 10 working days.			

The Corporate Performance Report 2012/13 – Quarter 2 is attached as Appendix 1.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with a quarterly update on the Council's performance against the Corporate Performance Indicators.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress against the Corporate Plan.

Human Resources implications and risks:

There are no specific Human Resources implications.

Equalities implications and risks:

The following Indicators potentially have equality and social implications if performance does not improve:

- (CY2)- % of placements lasting at least 2 years
- (CY13) - % of child protection plans lasting more than 24 months
- ((ex) NI131/2C (i))- Overall number of delayed transfers of care from hospital per 100,000 population
- ((ex) NI13/2C(ii)) – Number of delayed transfers of care from hospital attributable to Adult Social Care and health per 100,000
- (CS4)- Speed of processing changes in circumstances of HB/CTB claimants
- (CS3)- Speed of processing new HB/CTB claims

The commentary for each indicator provides further detail on steps that will be taken to improve performance.

BACKGROUND PAPERS

The Corporate Plan is available on the Living Ambition page on the Havering Council website at: <http://www.havering.gov.uk/Pages/Campaigns/living-ambition-our-20-year-vision.aspx>

Appendix 1: Corporate Performance Report 2012/13 – Quarter 2

23rd January 2013

Key

Direction of Travel (DoT)		RAG Rating	
↑	Performance is better than Q2 2011/12	Red	More than of 5% off the Quarter Target
↓	Performance is worse than Q2 2011/12	Amber	Up to 5% off the Quarter Target
→	Performance is the same as Q2 2011/12	Green	On or within the Quarter Target
Corporate Plan Performance Indicator			

Environment - to ensure a clean, safe and green borough

Page 59

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
SC18	Total number of fly tip incidents	Smaller is Better	2,704	1,554	1,645	1,568	↓	<p>Performance is worse than target and also worse than Quarter 2 2011/12. This indicator fluctuates due to seasonal variance- in the Summer when the weather is brighter more people clear out homes and garages.</p> <p>Corrective Action</p> <p>Performance is expected to improve in Quarter 3. In addition, the Environment Agency has recently clarified the definition of what constitutes a fly tip and some of the incidents that we have been recording as fly tips may be reclassified. In light of the change in definition, officers are working to identify these incidents; we will then recalculate the numbers back to April 2012. Therefore, no further corrective action is required at this stage.</p>	Streetcare

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
(ex) NI191	Residual household waste (kg) per household (LAPS indicator)	Smaller is Better	645kg	336kg	338.92kg	336kg	↓	An increase in household waste in July and August has meant that performance is slightly worse than target this quarter	Streetcare
(ex) NI195d	% of fly posting (LAPS indicator)	Smaller is Better	1%	1%	1%	0%	↓	This is a bi-annual indicator and will be reported in Quarter 2 and Quarter 4 only. Performance is on target this quarter as a result of continuing enforcement action in key areas such as shopping centres around the borough.	Streetcare
(ex) NI192	% of household waste sent for reuse, recycling and composting (LAPS indicator)	Bigger is Better	36%	36%	36.21%	37%	↓	Performance is better than target this quarter, although slightly worse than Quarter 2 2011/12.	Streetcare
SC11	% of missed collections put right within target	Bigger is Better	93%	93%	93%	93%	→	Performance is on target this quarter, and is also the same as Quarter 2 2011/12.	Streetcare
CSP1	The number of residential burglaries reported	Smaller is Better	1,909	955	872	883	↑	Poor weather over the summer months may have contributed towards the figure for this indicator, as good weather does tend to correlate with an increase in crimes reported. Performance is also better than Quarter 2 2011/12. The number of burglaries reported peaks over the Christmas period; the Community Safety Partnership have already begun to prepare for this through various initiatives and campaigns to increase awareness.	Customer Services
CSP2	The number of anti-social behaviour crimes reported	Smaller is Better	5,970	2,985	2,931	3,342	↑	Poor weather over the summer months may have contributed towards the figure for this indicator, as good weather does tend to correlate with an increase in crimes reported. Similar to burglary, the number of anti-social behaviour crimes reported does	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								peak over the Christmas period, although to a lesser extent. The Community Safety Partnership are analysing this further to ascertain what extra interventions are necessary.	

Learning - to champion education and learning for all

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
LA5	% of 3 and 4 year olds who have access to an early education entitlement place if their parents wish (<i>Whilst this refers to access to places, it is actually measured on take up of places. The wording has remained the same because this is how it is reported to the Department for Education</i>)	Bigger is Better	90%	90%	86% (2011/12)	83% (2010/11)	↑	This indicator is measured by academic year which runs from August to July. The figure provided is therefore the 2011/12 end of year outturn. Compared to the same time period last year, performance has improved by 3%. Autumn term data will be included in the Quarter 3 report.	Learning and Achievement
LA6	% of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	Bigger is Better	73%	73%	74.9%	72%	↑	Performance is better than target this quarter. Of the 314 total providers, 235 are considered 'Good or above'. Performance has also improved when compared to Quarter 2 2011/12.	Learning and Achievement
LA1	Number of apprentices recruited in the borough	Bigger is Better	460 (AY 11/12)	345 (Q3 AY 2011/12)	461 (Q3 AY 2011/12)	437 (Q3 AY 2010/11)	↑	This indicator is measured by academic year (AY) which runs from August to July. The Quarter 3 figure is therefore February-April 2011/12. The target of 460 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough.	Learning and Achievement
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	5.1%	5.3%	18.1%	5.2%	NA	The figure reported is the last month in each quarter for this indicator. The September increase was expected, and has occurred as a result of the	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
	(LAPS indicator)							Department for Education's (DfE's) instructions to record all of the students rising from Year 12 to Year 13 over the summer as 'unknown' in the September Client Caseload Information System (CCIS) return. In previous years, when students were on a 2 year programme they were included in the in-learning figures when they entered Year 13 and followed up in line with the usual currency rules, and/or checked against the college/school lists of students. DfE have this year instructed the CCIS companies (15Billion in our case) to make them unknown. We are getting weekly updates from Prospects on their progress and they are busy entering the student lists from the colleges and the latest figures show NEET as 3.9%. In light of this change in guidance, the September figure is not an accurate reflection of performance, therefore no RAG rating or DoT has been provided.	
LA10	KS4 - number of schools below the floor standard where fewer than 35% of pupils achieve A*-C grades in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	Annual	0 (2011/12) (provisional)	0 (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
LA9	KS2 - number of schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in both Maths and English and make less than	Smaller is Better	0	Annual	1 (2011/12) (provisional)	0 (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
	average progress in Maths and English								
(ex) NI075	KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English (LAPS indicator)	Bigger is Better	68%	Annual	61.1% (2011/12) (provisional)	64.2% (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included, but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
LA8	% of children with a good level of achievement in Early Years Foundation Stage (LAPS indicator)	Bigger is Better	Not yet set	Annual	60% (2011/12) (provisional)	58.6% (2010/11)	NA	This is an annual indicator, reported by academic year. No target has been set as the Service is awaiting the outcome of Government report because this measure is changing. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement

Page 163

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

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
(ex) NI157a	Processing of major applications within 13 weeks (%)(LAPS indicator)	Bigger is Better	60%	60%	50%	50%	→	<p>Performance is worse than target this quarter. Of the 6 applications received, 3 were determined in the required time. However, performance has improved since Quarter 1 2012/13 when the outturn was 45%.</p> <p>Corrective Action</p> <p>The reason 3 applications were not determined within the 13 week period is because the proposals were still being negotiated with developers before a decision was made. No corrective action is required.</p>	Development and Building Control

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
CS11	% of NNDR collected (LAPS indicator)	Bigger is Better	98%	60.24%	58.90%	59.10%	↓	Performance is just worse than target this quarter and marginally worse than Quarter 2 2011/12. With the significance of NNDR collection changing for next year, the Council has decided to end the partnership arrangement with Barking and Dagenham, and bring NNDR collection back in-house. However there is a contract notice period of one year before this can take place. This quarter, performance has been impacted by the business rates deferral scheme, which gives business the option to spread the retail price index increase in the 2012-13 bill over three years.	Customer Services
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	600	300	318	338	↓	Performance is better than target this quarter. The service continues to provide in-house support and advice for new and existing businesses.	Regeneration
(ex) NI157b	Processing of minor applications within 8 weeks (%) (LAPS indicator)	Bigger is Better	65%	65%	66%	72%	↓	Performance is better than target this quarter, although worse than performance in Quarter 2 2011/12 and Quarter 1 2012/13 (71%). This is partly due to the increase in legal agreements now applicable to minor applications needed to secure the Council's Planning Obligations tariff introduced in April 2012.	Development and Building Control
(ex) NI157c	Processing of other applications within 8 weeks (%) (LAPS indicator)	Bigger is Better	80%	80%	86%	87%	↓	Although slightly worse than performance in Quarter 2 2011/12 and Quarter 1 2012/13 (89%), performance is still better than target.	Development and Building Control
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£500,000	£925,000	£1,135,215	↓	This quarter, no additional external funding was secured. However, funding gained in Quarter 1 means that this	Regeneration



Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								indicator is still performing better than target.	
H5	% of rent arrears against rent debit	Smaller is Better	2%	2.42%	2.41%	2.37%	↓	The quarterly targets for this indicator have been profiled throughout the year. Performance is better than target this quarter.	Housing and Public Protection
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	28.57%	41%	↑	The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed.	Development and Building Control
CL2	Number of library visits (physical)	Bigger is Better	1,520,000	425,600	491,698	456,380	↑	Performance is significantly better than target this quarter and compared to Quarter 2 2011/12.	Culture and Leisure
(ex) NI158	% of decent council homes (LAPS indicator)	Bigger is Better	58.4%	38%	37.75%	38.87%	NA	Performance fluctuates throughout the year for this indicator, however it is anticipated that the year-end target will be achieved; therefore no RAG or DoT have been provided. An additional 725 properties newly arising as non-decent have been incorporated into performance figures for 2012/13. In total, 315 properties were made decent in Quarter 2. It is anticipated that 1811 properties will be made decent by the end of the year.	Housing and Public Protection

Page 65

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population (LAPS indicator)	Smaller is Better	7	7	15.1	11.9	↓	This is a partnership indicator led by the Clinical Commissioning Group (CCG). Performance is worse than target for this indicator and also worse than Quarter 2 2011/12. Performance in this area is predominantly affected	Adult Social Care (shared with BHRUT/PCT/CCG)

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								<p>by Health; delays attributable to Adult Social Care (ASC) remain low at 1.6 per 100,000 compared to the overall figure.</p> <p>Corrective Action</p> <p>A challenging target has been set for this indicator to drive improvement, as this will assist in improving care for patients. Based on performance to date, it is unlikely that the annual multi-provider target will be met. However, we continue to work with the London Boroughs of Barking and Dagenham and Redbridge and all three Clinical Commissioning Groups (CCGs) as well as health providers (BHRUT & NELFT) to reduce delays and address systematic issues as changes to health are implemented. . A Performance Improvement Programme has recently been designed which will mean all providers will need to change the way discharges are managed.</p>	
(ex) NI131/ 2C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3	4	6.2	↑	<p>This is an indicator for ASC and Health. Performance is slightly worse than target for this indicator, but is improving and is better than Quarter 2 2011/12 and Quarter 1 2012/13 (4.5). ASC performance has improved. A detailed report on DTOCs will be available in early 2013.</p> <p>Corrective Action</p> <p>A challenging target has been set for this indicator to drive improvement. Based on performance to date, the service predicts that the annual target will be achieved. Although performance is improving it is expected</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								that further improvement would also assist with 2C(i). A Performance Improvement Programme has recently been designed which will mean all providers will need to change the way discharges are managed.	
CY13	% of Child Protection Plans lasting more than 24 months (LAPS indicator)	Smaller is Better	5%	5%	8%	2%		<p>Performance is worse than target this quarter, and also worse than Quarter 1 2011/12. However, performance has improved since Quarter 1 2012/13 when the outturn was 14% (last quarter's figure of 0% was amended following identification of a large sibling group which were de-registered and had been on a plan for two years or more). At the end of Quarter 2, 4 out of 51 (8%) children were de-registered from a child protection plan who had been on that plan for two or more years.</p> <p>Corrective Action</p> <p>A range of positive work is underway to minimise child protection plan duration, including use of 'Signs of Safety' to ensure that plans are understood and owned by the parents, and wider use of Family Group Conferences.</p> <p>Although current performance is worse than the target of 5%, the margins are small due to a relatively low number of children in child protection plans. By year-end, the difference between achieving 5% rather than 8% would be only three children.</p>	Children and Young People
CY2	% of placements lasting at least 2 years (LAPS)	Bigger is Better	75%	75%	66%	65.40%		Whilst performance is worse than target this quarter, performance has	Children and Young People

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
	indicator)							<p>improved since Quarter 1 2012/13 (57.4%) and when compared to Quarter 2 2011/12.</p> <p>Corrective Action</p> <p>Through the implementation of the Looking After Children (LAC) Plan, additional foster carers have been recruited, increasing placement choice. The service also plans to lengthen emergency placements from 24 hours to 7 days, allowing more time for children to be appropriately matched to foster carers. In addition, processes for management oversight of casework have been improved. These changes should result in improved performance for this indicator throughout 2012/13.</p>	
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments (LAPS indicator)	Bigger is Better	60%	49.3%	47%	36%	↑	Performance is slightly worse than target this quarter, but is improving overall and is better than Quarter 2 2011/12 and Quarter 1 2012/13 (44.7%). The number of people using social care who receive self-directed support has continued to rise and work continues to ensure that it becomes further embedded as the default way we work.	Adult Social Care
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)(LAPS indicator)	Bigger is Better	15%	15%	11.4%	10.4%	↑	Performance is worse than target this quarter, although better than Quarter 2 2011/12. In line with the national picture, we continue to face challenges in increasing the take up of direct payments for older people. The Service is working hard to help people make best use of the money they receive to purchase their own care services and to increase the proportion of people who	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								use Personal Budgets.	
								Corrective Action To improve performance, targets for direct payments have been set for service areas. In addition, a self-directed support staff forum attended by members from different teams along with a member from the performance team regularly meet to discuss how performance in the area can be improved.	
Page 69 L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an on-going service	Smaller is Better	7%	7%	5.3%	5.6%	↑	Performance is better than target this quarter and also better than Quarter 1 2011/12 and Quarter 1 2012/13 (6%). This demonstrates that reablement services are achieving sustainable positive outcomes and helping people to live more independently in their own homes and reducing the longer-term level of care required. As the service matures, there is a greater focus on more vulnerable clients. It will be important to ensure this does not result in deterioration in performance in the future.	Adult Social Care
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years (LAPS indicator)	Smaller is better	8%	8%	0%	NA	NA	Performance remains better than target for this indicator (performance in Quarter 1 2012/13 was also 0%). The wording of this indicator has been modified to include 'within 2 years' to echo the findings of the Munro report (before it had an open ended timescale). Therefore the outturn is not comparable with Quarter 2 2011/12.	Children and Young People

Page 70

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	3600	3465	3584	3233	↑	Performance is better than target for this indicator and also better than the figure for Quarter 2 2011/12. The service is confident that the annual target of 3600 will be achieved.	Housing and Public Protection
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls) (LAPS indicator)	Smaller is Better	35	35	35.1 (Q1 2011/12)	30.1 (Quarter 1 2010/11)	↓	NB. The figures do not correspond to the 2011/12 annual target and a RAG cannot be stated. This is because the ONS release conception statistics around 14 months after the period to which they relate (as information on a birth may not be available until 11 months after the date of conception and the ONS then require 3 months to compile the conception statistics). There has been an overall downward trend for this indicator since early 2009. The Council and its partners aim to reach a target of 35.00 per 1000 population by 2013 and we remain on track to deliver this target.	Children and Young People

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

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
CI1	Sickness absence rate per annum per employee (days) (LAPS indicator)	Smaller is Better	7.6 days	7.6 days	8.1 days	7.35 days	↓	In Quarter 2, Operational HR carried out a review of the sickness absence data which found that there were technical and managerial issues which may be impacting on the levels of reported sickness, particularly long term sickness. Following a review, some misreporting was identified and consequently managers were asked to	Internal Shared Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								<p>rectify this. The reporting system has also now been updated to ensure that staff who have left the organisation are excluded from on-going sickness data.</p> <p>Corrective Action</p> <p>Now that the data has been cleansed, there is a need to focus analysis on why sickness absence has increased over the last year. It is important to identify what is causing this trend and the actions that need to be put into place to address this.</p>	
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days) (LAPS indicator)	Smaller is Better	12 days	12 days	26.07 days	14.22 days	↓	<p>The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in Government funding has made it difficult to achieve the target. In addition, the number of people applying for benefits has risen substantially with the introduction of a new electronic claim form.</p> <p>Corrective Action</p> <p>At the end of Quarter 2, additional resources were secured to clear the backlog of claims. Performance should therefore improve in Quarter 3. No additional corrective action is required.</p>	Customer Services
CS3	Speed of processing new HB/CTB claims (days) (NEW) (LAPS indicator)	Smaller is Better	19 days	19 days	32.74 days	22.58 days	↓	<p>The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in Government funding has made it difficult to achieve the target. In addition, the number of</p>	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								<p>people applying for benefits has risen substantially with the introduction of a new electronic claim form.</p> <p>Corrective Action</p> <p>At the end of Quarter 2, additional resources were secured to clear the backlog of claims. Performance should therefore improve in Quarter 3. No additional corrective action is required.</p>	
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	90%	83.60%	83.47%	↑	<p>Performance is worse than target this quarter. However, there has been a marginal improvement compared to Quarter 2 2011/12.</p> <p>Corrective Action</p> <p>The CRM system is being developed to record Member/MP correspondence and implementation is planned for October. The new system has the facility of email chasers to remind staff of the service level agreement target of 10 working days.</p>	Customer Services
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	90%	78.7%	65.35%	↑	<p>Performance is worse than target this quarter. However, performance has improved since Quarter 2 2011/12 and Quarter 1 2012/13.</p> <p>Corrective Action</p> <p>The CRM system is being developed to record corporate complaints and implementation is planned for October. The new system has the facility of email chasers to remind staff of the service level agreement target of 10 working days.</p>	Customer Services
CS1	% of council tax collected (LAPS indicator)	Bigger is Better	97%	54.75%	58.14%	58.42%	↓	<p>Performance is better than target this quarter, although slightly worse than Quarter 1 2011/12.</p>	Customer Services
(ex)	% Avoidable Contact	Smaller	8%	8%	4.75%	6.20%	↑	<p>Avoidable contact is defined as contact</p>	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
NI014		is Better						that adds no value for the customer, is duplicative or is caused by failures in the Council's business processes, e.g. when we fail to provide our customers with the right and/or appropriate information first time around causing the customer to contact us again. Performance remains better than target this quarter and is also better than Quarter 2 2011/12.	
Cs21	% Customer Satisfaction with the call centre	Bigger is Better	80%	80%	85.36%	New PI	NA	Ensuring customer satisfaction is a high priority for the Council. Performance is better than target in Quarter 2. This is a new indicator for 2012/13, therefore no DoT has been provided.	Customer Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	98%	NA	NA	The team consistently meet this target and are aware of its importance. To maintain this standard we are reliant on services promptly complying with corporate processes.	Internal Shared Services

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