



Haverling

LONDON BOROUGH

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE AGENDA

7.30 pm

Thursday
28 November 2013

Town Hall, Main Road,
Romford

Members 9: Quorum 3

COUNCILLORS:

Conservative
(5)

Residents'
(2)

Labour
(1)

**Independent
Residents'**
(1)

Wendy Brice-
Thompson
(Vice-Chair)
Osman Dervish
Barry Oddy
Garry Pain
Linda Trew

Linda Hawthorn
(Chairman)
June Alexander

Paul McGeary

Michael Deon Burton

For information about the meeting please contact:

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What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

They have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns of the public.

The committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations.

Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research and site visits. Once the topic group has finished its work it will send a report to the Committee that created it and it will often suggest recommendations to the executive.

Terms of Reference

The areas scrutinised by the Committee are:

- Regulatory Services
- Planning and Building Control
- Town Centre Strategy
- Licensing
- Leisure, arts, culture
- Housing Retained Services
- Community Safety
- Social and economic regeneration
- Parks
- Social inclusion

AGENDA ITEMS

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

(if any) - receive.

2 **DECLARATION OF INTERESTS**

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

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 - 8)

To approve as a correct record the minutes of the meeting of 10 October 2013 and to authorise the Chairman to sign them.

5 **CORPORATE PERFORMANCE REPORT - QUARTER TWO 2013/14** (Pages 9 - 30)

The Committee to consider a report on the Corporate Performance information subject to Cabinet approval at its meeting on 20 November 2013

6 **CABINET REPORT REVIEW - DRAFT NATIONAL PLANNING POLICY FRAMEWORK**

The Committee is to note the verbal update to the Cabinet Report.

7 **CABINET REPORT REVIEW - PROPOSED PROVISION OF A SHARED CIVIL CONTINGENCY SERVICE FOR BARKING & DAGENHAM, WALTHAM FOREST AND HAVERING**

The Committee is to note the verbal update to the Cabinet Report.

8 **CABINET REPORT REVIEW - HAVERING LOCAL DEVELOPMENT FRAMEWORK (ADOPTION OF JOINT WASTE DEVELOPMENT PLAN)**

The Committee is to note the verbal update to the Cabinet Report.

9 CABINET REPORT REVIEW - REVIEW OF BEAM PARK DEVELOPMENT OPPORTUNITY

The Committee is to note the update to the Cabinet Report.

10 CABINET REPORT REVIEW - NEW PLYMOUTH HOUSE AND NAPIER HOUSE (REFURBISHMENT SCHEMES) (Pages 31 - 40)

The Committee is to note the update to the Cabinet Report.

11 ESTATE MANAGEMENT TOPIC GROUP - UPDATE

12 URGENT BUSINESS

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

**Andrew Beesley
Committee Administration
Manager**

**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE
Town Hall, Main Road, Romford
10 October 2013 (7.30 - 9.00 pm)**

Present:

Councillors Linda Hawthorn (Chairman), Wendy Brice-Thompson, June Alexander, Osman Dervish, Barry Oddy and Garry Pain

Apologies for absence were received from Councillors Linda Trew, Paul McGeary and Michael Deon Burton

Councillor Frederick Thompson was present for the final part of the meeting

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

38 MINUTES

The minutes of the meeting of the Committee held on 4 July and special meeting of 3 September 2013, were agreed as a correct record and signed by the Chairman.

39 ANNUAL CORPORATE PERFORMANCE REPORT 2012/3

The Committee without discussion agreed to note the Annual Corporate Performance Indicators for 2012/13.

40 CORPORATE PERFORMANCE REPORT 2013/14 - QUARTER ONE

The Committee considered a report that set out the Council's performance against the Living Ambition Goal for the quarter one (April – June 2013).

In attendance at the meeting was the Head of Regulatory Services to brief Members on the performance indicators that related to Planning Services applications that did not meet its target.

The Head of Service provided the committee with an insight to the various issues that led to this slippage.

The Committee was informed that legislative changes as well as case officer turnover and higher than normal case officer sickness absence during this period had affected continuity of application handling and decision-making speed this quarter. Additional resources had now been put in place to in order to get performance back on track during Quarter 2 of 2013/14.

The Committee were satisfied with the action that the service had taken.

Members also considered other performance indicators which were reported to the committee and noted the accompanying explanation.

The Committee noted the report.

41 **CABINET REPORT REVIEW - COMMUNITY HALLS MANAGED BY CULTURE AND LEISURE SERVICES**

At its meeting on 26 October 2011, Cabinet agreed a report on Community Halls managed by Culture & Leisure services, as a follow-up the overview and scrutiny committee had requested a review of the recommendation in order to monitor the action.

The Head of Culture & Leisure presented a report that detailed the following progress on these recommendations.

1. The closure of Dukes Hall and to delegate to the Lead Member for Value and the Lead Member for Culture, Towns and Communities authority to agree terms for its disposal.

Update: Dukes Hall remained open until the end of July 2012 to specifically cater for a pre-school playgroup to ensure the children benefited from a complete 'academic' year. A majority of the regular hirers at Dukes Hall were helped with finding alternative venues. There were very few of the regular hirers that, despite our offers of assistance, did not let us know whether they found an alternative venue or otherwise. Dukes Hall has now been disposed of, with the purchasers of the site being Weston Homes plc.

2. To demolish Old Windmill Hall, to be initially funded from Capital Contingency, which would be reimbursed from the Dukes Hall receipt.

Update: Old Windmill Hall was demolished in autumn 2012.

3. In principle to a proportion of the capital receipt arising from the disposal of Dukes Hall being utilised to deal with urgent repair and maintenance issues at the New Windmill Hall and Tweed Way Hall, assuming that these two halls transfer to a community organisation under a lease agreement. To delegate the decision on the level of capital spend from the Dukes Hall receipt on alternative community halls managed by Culture and Leisure Services, to the Lead Member for Value and the Lead Member for Culture, Towns and Communities.

Update: Both New Windmill Hall and Tweed Way Hall were successfully transferred to two community organisations under a

Lease Agreement. An Executive Decision report (72/12) was signed on 17 April 2012 to agree that up to £100k could be spent on essential work that was highlighted within condition surveys for both New Windmill Hall and Tweed Way Hall. This sum was match funded with a £90k grant from Veolia, providing an overall investment of £190k. This was split with £136k investment at New Windmill Hall and £54k investment at Tweed Way Hall, in line with the urgent works required at each hall as set out in the respective condition surveys. The full allocation of funds would be spent addressing the essential items in the condition surveys.

The works at New Windmill Hall were almost completed, and are progressing well at Tweed Way Hall, with further works underway at the time of writing this report. New Windmill Hall has had the following works: roof/masonry repairs, cleaning of the heating ducts, a new kitchen, refurbished toilets, re-wiring and re-decoration. Tweed Way Hall has had the following works: New windows, refurbished toilets, re-decoration and general building works to the annexe. The works to replace the kitchen are currently being planned.

4. In principle to the transfer of the management of the New Windmill Hall to a community group or, in the event of this not proving possible, bring a further report back to Cabinet for consideration of subsequent options.

Update: A new Community Association had been formed comprising of users of New Windmill Hall. The New Windmill Hall Community Association was granted a lease on 6 August 2012 and was successfully managing the Hall. The Charity Commission formally registered the Association as a charity on 8 February 2013 (Reg. No. 1150748).

5. In principle to the transfer of the management of the Tweed Way Hall to a community group or, in the event of this not proving possible, bring a further report back to Cabinet for consideration of subsequent options.

Update: A new Community Association had been formed comprising of users of Tweed Way Hall. The Tweed Way Hall Community Association was granted separate leases for the Hall and an adjoining Storage Shed on 8 November 2012 and is successfully managing the Hall & Shed. An application for the Association to be formally registered with the Charity Commission as a charity is just about to be submitted.

6. To delegate decisions on all property matters associated with the transfer of New Windmill Hall and/or Tweed Way Hall, including the criteria for selecting the preferred voluntary group if more than one group expresses an interest in managing one of the halls, the selection of the preferred community group(s) and finalising lease

terms, to the Lead Member for Value and the Lead Member for Culture, Towns and Communities.

Update: The existing users of both New Windmill Hall and Tweed Way Hall agreed to set up new Community Associations to run and manage their respective halls. Two Executive Decisions have been signed agreeing the lease terms on 13 July 2012 for New Windmill Hall (75/12) and 8 October 2012 for Tweed Way Hall (120/12).

7. In principle to protect existing bookings at those community halls that transfer to a community group, to be set out in relevant agreements.

Update: All groups who decided that they wanted to continue their bookings at each of the halls were able to do so. Given that many of the regular hirers were represented on the Committee of the Community Associations, they were well placed to represent their particular group's interests.

8. To the demolition of the Old Windmill Hall building given the danger it posed to people who might try to enter the site, subject to the Dukes Hall site being disposed of and to be funded from the associated capital receipt.

Update: Old Windmill Hall was demolished in autumn 2012.

9. To receive a further report on the option of disposing of the Old Windmill Hall site and adjoining land, to secure further investment in the New Windmill Hall facility for the purposes of leasing the building to a community group and surrounding facilities, in the context of improving the local environment and taking account of the setting of nearby listed buildings.

Update: Reports regarding the disposal of the Old Windmill Hall site and adjoining land were considered by Cabinet on 13 February 2013 and the 14 August 2013. The first Cabinet report was confirmed by the Value Overview and Scrutiny Committee on 12 March 2013. The second Cabinet report was also requisitioned and considered at this Overview and Scrutiny Committee on 3 September 2013. The Cabinet decision was confirmed at their meeting. As set out earlier in the report the works to address urgent items at New Windmill Hall have almost been completed.

10. In principle for Cottons Hall to be re-opened when a lease can be agreed with a suitable community organisation or, if this does not prove possible, to receive a further report on the future of the site.

Update: No community organisation has yet been found to manage the Hall and take on a lease. There was an initial interest from a sports club based at the site, but after a number of meetings and consideration by the club, there appears to be no further interest. The

Council are still awaiting written confirmation that the sports club have no interest in the Hall. This club are considered to be the most suitable occupants of the Hall given that they also occupy the changing rooms and showers that sit on the ground floor, with the Hall located above on the first floor. The Hall remains closed at this time and was secured whilst the changing rooms on the ground floor continue to be used.

42 PRESENTATION ON HERITAGE BUILDINGS IN THE BOROUGH

At the request of the Committee, the Historic Buildings & Landscapes Officer gave a presentation on heritage listed buildings and site that were owned and managed by the council.

The Committee was informed that Havering had a wealth of historic buildings and landscapes and it was most important that these buildings were properly looked after and maintained.

Members gathered that many significant buildings have been lost over the years such as:

Bedfords Park Mansion – Demolished in 1959

Dagnam Park Mansion - Demolished in 1948

Gidea Hall Mansion – Demolished in 1930

Stubbers House – Demolished in 1960

The Committee was informed that following a successful bid to the Heritage Lottery Fund, a full refurbishment of Langtons House & Gardens was carried out. This also enabled the exterior of the building to be painted and some fittings to be carried out. Staff mentioned that the Friends of Langtons had been very supportive and helpful in getting the restoration done.

The Historic Buildings & Landscapes Officer informed the committee that various heritage sites and properties were currently being restored by the service and others seeking further Heritage Lottery Fund.

The following buildings were mentioned:

Fairkytes House

Clockhouse & Gardens

Langtons Gazebo

Bridge at the Grove

The committee was informed that the service was in the process of helping Friends of Upminster Windmill develop and submit a stage two lottery grant application to restoring the windmill and build a work house.

Staff also highlighted the issue relating to the Upminster Tithe Barn, that the thashed roofing was now reaching the end of their span. It was mentioned that the nearest place to acquire the thashed roofing was in Norfolk and they would not be able to supply enough thashed roofing in a year. Staff had implemented a short term measures at this site by installing a new fire alarm and heat sensitive sensor on the roof.

The Historic Buildings & Landscapes Officer also informed Members that at the Breton Manor House and Tudor Barn, a review of the master plan was been undertaken in order to determine how to improve, maintain and manage the premise.

The Committee was informed that all the resortation work programmed at Raphael Park was now completed.

The Committee noted the presentation.

43 **PRESENTATION ON FRIENDS OF THE PARK IN THE BOROUGH**

At the request of the Committee, the Parks & Open Spaces Manager gave a presentation on Friends of the Park in the borough.

Members were informed that the Friends of the Park perform a range of tasks that added value to the work carried out by Parks Services.

Havering has 16 Parks Friends groups. These groups carry out a range of activities in the parks. They function in different ways and range in the numbers of members.

Havering's Parks Service and Community Regeneration Team have helped to set up many Friends Groups and providing them with a limited amount of financial support.

Members were informed that the Park Service define the objective of the official Friends programme as to improve the way in which we work with the Friends groups across Havering. The service also view that working together to an agreed plan for the parks would improve the standards, get more people using the parks and seeking more awards such as Green Flag.

In order to support Friends Group, the council would:

- Provide Parks free of charge for official Friends events
- Attend Friends meetings
- Provide an assistance package to the Friends (£1000 per annum)
- Annually agree at least one project to be delivered by the Friends (£5000)
- Annually deliver at least one project mutually agreed with Havering

The Committee was informed that as an Official Friends Group, the following requirement expected:

- Hold an AGM and elect officials into post
- Have a constitution
- Hold regular meetings
- Undertake works that are in line with the programme detailed in the Parks Management Plan
- Award each of those achieving the Official status with a plaque at the annual Parks Forum.
- Hold events that promote the park
- Produce literature or research that benefits the park
- Undertake fundraising to support the Friends activities and the park
- Attend the Parks Open Forum
- Spend any funds raised for the park in line with requirements of the Management Plan

Members noted that there were currently 9 Official Friends Groups

- Friends of Cottons Park
- Friends of King Georges Playing Field
- Friends of Bedfords Park
- Friends of Raphael Park and Lodge Farm Park
- Friends of Langtons Gardens
- Friends of Harold Wood Parks
- Friends of Upminster Park
- Friends of St Andrews Park
- Friends of Hornchurch Country Park and the Ingrebourne Valley

The Committee noted the presentation.

Chairman

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TOWNS AND COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE

REPORT

28 November 2013

Subject Heading:

Corporate Performance Report 2013/14 –
Quarter 2

CMT Lead:

Cynthia Griffin, Group Director, Culture &
Community

Report Author and contact details:

Taiwo Adeoye
Tel: 01708 433079

Policy context:

Quarterly performance information as
requested by Members

SUMMARY

The attached Cabinet report sets out the performance of the Council's Corporate Performance Indicators for Quarter 2 (July to September 2013) 2013/14.

RECOMMENDATIONS

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

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CABINET

20 November 2013

Subject Heading:

Corporate Performance Report
Quarter 2 2013/14

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
2013/14.

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 at the end of each
quarter.

Reviewing OSC:

Value, Towns and Communities,
Individuals, Environment, Children and
Learning

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 Quarter 2 (July to September 2013) 2013/14, against the five Living Ambition Goals of the Corporate Plan:

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

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 10% off the Quarter 2 Target and where performance has *not improved* compared to Quarter 2 2012/13¹
- Amber = more than 10% off the Quarter 2 Target and where performance has *improved or been maintained* compared to Quarter 2 2012/13.
- Green = on or within 10% of the Quarter 2 Target

Where 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 in the report is a Direction of Travel (DoT) column which compares performance in Quarter 2 2013/14 with performance in Quarter 2 2012/13. A green arrow (↑) signifies performance is better and a red arrow (↓) signifies performance is worse. A black arrow (→) signifies that performance is the same.

Quarter 2 2013/14 - Performance Summary

Of the 55 indicators, 44 are measured quarterly and 37 of these have been given a RAG rating in Quarter 2. In summary:

- **27 (73%)** indicators are rated as **Green**
- **3 (8%)** indicators are rated as **Amber**
- **7 (19%)** indicators are rated as **Red**

RECOMMENDATIONS

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

¹ With the exception of '% of NNDR collected' and '% of council tax collected' where the tolerance is 5%

REPORT DETAIL

Highlighted below is a summary of the Corporate Performance Indicators for Quarter 2 2013/14, where performance is RAG rated as **Green** or **Amber** and shown an improvement on Quarter 2 2012/13; and where performance is RAG rated as **Red**. For these few indicators, corrective action is taking place to improve performance.

Green or Amber and showing better performance than Quarter 2 2012/13

Environment

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
SC05 - % missed collections put right within target	93%	94%	↑

Learning

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
LA1 - Number of apprentices recruited in the borough	375 (Q3 AY 2012/13)	497 (Q3 AY 2012/13)	↑
This indicator is reported by Academic Year (AY), which runs from August to July. This indicator is for Quarter 3 (February-April 2013). It is more than likely to achieve the year-end target. Quarter 4 data will be available in mid-November.			

Towns and Communities

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
R3 – Number of businesses accessing advice through regeneration initiatives	350	433	↑
Over the last quarter, 103 businesses accessed advice through the Leader's Network, Women In Business, Procurement Workshop and Business Start-up Programme.			
R2 – Net external funding (£) secured through regeneration initiatives	£500,000	£1,572,342	↑
£165,902 funding secured for two bids for Ardleigh Family Centre and Upminster Windmill Heritage Site.			
(ex) NI157a – Processing of major applications within 13 weeks	60%	67%	↑
Six out of nine major decisions were issued in time.			

Individuals

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
L5 – Total number of Careline and Telecare users in the borough	4,000	4,080	↑
(ex) NI130/1C (ii) – Direct payments as a proportion of self-directed support	14%	16%	↑
Staff continue to encourage the take up of direct payments at assessment and review.			
(ex) NI131/2C (ii) – Number of delayed transfers of care from hospital attributable to Adult Social Care and health per 100,000	3	2	↑
To date, there have been 16 delays; compared to 35 delays at the same time last year.			
CY2 - % of placements lasting at least two years	68%	70%	↑
70% of eligible Looked After Children aged under 16 years have been in the same placement for at least 2 years.			
1 - % of children with three or more placements during the year	11%	4%	↑
It has been a good start to the first half of the year with just eight Looked After Children having had three or more placements; compared to 20 at the same time last year.			
CY13 - % of Child Protection Plans lasting more than 24 months	4%	5%	↑
To date, 65 children have come off Child Protection Plans (three had remained on them for two years or more).			

Value

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
CS11 - % of NNDR collected	58.9%	59.1%	↑
CS1 - % of Council Tax collected	58.1%	58.3%	↑
CS4 – Speed of processing changes in circumstances of HB/CTB claimants	18 days	16 days	↑
Performance continues to improve from Quarter 1, which was 19 days.			
CS10 – % of Member/MP enquiries completed within 10 days	90%	88%	↑
There is significant improvement from Quarter 1, when performance was 67%. Of the 1,139 enquiries, three-quarters were for Streetcare.			
CS7 - % of corporate complaints completed within 10 days	90%	83%	↑
Performance has increased significantly from Quarter 1 (65%).			

Red and showing worse performance than Quarter 2 2012/13

Towns and Communities

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
DC4 - % of appeals allowed against refusal of planning permission	30%	50%	↓
Due to the low numbers of appeal decisions received each quarter, it is difficult to conclude that there is trend of increased appeals being allowed. For the year to date the percentage of appeals allowed is 37%. This is a little worse than target, but close to the national average of 36%.			
(ex) NI157b - Processing of minor applications within 8 weeks (%)	65%	31%	↓
(ex) NI157c - Processing of other applications within 8 weeks (%)	80%	56%	↓
Additional resourcing has been engaged and an Action Plan devised to bring about improvements in decision-making. Over time, an upturn in performance is anticipated.			

Individuals

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
L3 - % of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	6%	7%	↓
21 people returned to Adult Social Care requiring an ongoing service during the first six months of the year.			
(ex) NI130/1C (i) - % of people using social care who receive self-directed support and those receiving direct payments	52%	44%	↓
Staff are continuing to promote the use of self-directed support. <i>Note: as with the direct payments, the inclusion of reablement and equipment within the denominator has a detrimental effect on this indicator.</i>			
(ex) NI065 - % of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	4%	9% (5 children)	↓
Work is underway through the Quality Assurance Group to determine whether children are being 'de-planned' too early. This indicator will be closely monitored due to concerns that more young people will soon be subject of a Child Protection Plan for a second/ subsequent time within two years			

Value

Indicator	Quarter 2 Target	Quarter 2 Performance	DoT
CI1 - Sickness absence rate per annum per employee (days)	7.6 days	9.3 days	↓
This is the first complete rolling year to include former Homes in Havering sickness absence data. Homes in Havering had a significantly higher number of days absent per employee, which has consequently impacted on the overall absence figure. Active management of absence cases is taking place.			

The full Corporate Performance Report for Quarter 2 2013/14 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 Corporate Performance Indicators rated as 'Red' could potentially have equality and social inclusion implications if performance does not improve:

- L3 - % of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service
- (ex) NI130/1C (i) - % of people using social care who receive self-directed support and those receiving direct payments
- (ex) NI065 - % of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years

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

BACKGROUND PAPERS

The Corporate Plan 2011-14 and 'Plan on a Page' 2013-14 are 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>

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Appendix 1: Corporate Performance Report - Quarter 2 2013/14

Cabinet – 20th November 2013

Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 10% of the Quarter 2 Target ¹	↑	Performance is better than Quarter 2 2012/13
Amber	More than 10% off the Quarter 2 Target and where performance has <i>improved or been maintained</i> compared to Quarter 2 2012/13	→	Performance is the same as Quarter 2 2012/13
Red	More than 10% off the Quarter 2 Target and where performance has <i>not improved</i> compared to Quarter 2 2012/13	↓	Performance is worse than Quarter 2 2012/13

	Corporate Plan Indicator
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Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
SC05	% of missed collections put right within target	Bigger is Better	93%	93%	94%	93%	↑	This indicator is on target and performing better than last year. A slight problem in July has been rectified and performance is back on track.	Streetcare
SC07	Total number of fly tip incidents	Smaller is Better	2,704	1,554	1,702	1,645	↓	This indicator is below target but within the 10% tolerance. The number of flytips being recorded has risen this year, this is consistent with figures from other boroughs.	Streetcare

¹ With the exception of ‘% of NNDR collected’ and ‘% of Council Tax collected’ where the tolerance is 5%

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
SC9	Parking income against budget	Bigger is Better	£3,964,420	£1,982,210	£1,746,566	New Indicator	N/A	No RAG rating as new indicator for 2013/14. Car parks income is currently under-recovering and the predicted amount of income from new traffic parking schemes has not yet materialised. Performance is expected to improve as more schemes come on line.	Streetcare
SC01 (ex) NI191	Residual household waste (kg) per household	Smaller is Better	640Kg	337Kg	228Kg (up to end July)	339Kg	N/A	No RAG rating or DoT as figure up to end July only. This data comes from East London Waste Authority (ELWA) and lags by about 6-8 weeks. The Quarter 2 figure will be available at the end November.	Streetcare
SC02 (ex) NI192	% of household waste sent for reuse, recycling and composting	Bigger is Better	36%	36%	36% (up to end July)	36%	➔	No RAG rating or DoT as figure up to end July only. This data comes from East London Waste Authority (ELWA) and lags by about 6-8 weeks. The Quarter 2 figure will be available at the end November.	Streetcare

Learning - to champion education and learning for all

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
LA6	% of Early Years providers, Private, Voluntary & Independent (PVI) settings and Childminders only	Bigger is Better	75%	75%	77%	N/A	N/A	This indicator is above target. No DoT as the methodology has changed from last year. Maintained schools with Nursery classes no longer receive separate Early Years ratings and the indicator now relates to Private, Voluntary and Independent nursery settings and Childminders.	Learning and Achievement
LA1	Number of apprentices recruited in the borough	Bigger is Better	500 (AY 2012/13)	375 (Q3 AY 2012/13)	497 (Q3 AY 2012/13)	461 (Q3 AY 2011/12)	⬆	This indicator is reported by Academic Year (AY), which runs from August to July. This indicator is for Quarter 3 (February-April 2013). It is above target and performing better than the previous year. It is more than likely to achieve the year-end target. Quarter 4 data will be available in mid-November.	Learning and Achievement

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	4.9%	4.9%	4.9%	18.1%	N/A	This indicator is on target. No DoT as last year's figure was an anomaly due to the DfE requesting that all students rising from Year 12 to Year 13 over the Summer be recorded as 'unknown' in the September Client Caseload Information System (CCIS). 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. In light of the change in instruction, the September figure was not an accurate reflection of performance.	Learning and Achievement

Page 21 Towns and Communities - to provide economic, social and cultural opportunities in thriving towns and villages

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	700	350 (cumulative)	433	318	↑	This indicator is above target and performing better than last year. Over the last quarter, 103 businesses accessed advice through the Leaders Network, Women In Business, Procurement Workshop and Business Start-up Programme.	Economic Development
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£500,000 (cumulative)	£1,572,342	£925,000	↑	This indicator is above target and performing better than last year. £165,902 funding secured from 2 successful bids for Ardleigh Family Centre and Upminster Windmill Heritage Site.	Economic Development
CL2	Number of library visits (physical)	Bigger is Better	1,600,000	399,069	471,509	491,698	↓	The number of physical library visits is above target but lower than last year.	Culture and Leisure
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	60%	67%	50%	↑	This indicator is above target and performing better than last year. 6 out of 9 major decisions were issued in time.	Regulatory Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
H2	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	97%	N/A	N/A	This indicator is above target, notwithstanding a new contract beginning on 1 st November 2013. The initial stages of the contract will be closely monitored to ensure performance remains on track. No DoT as indicator not reported last year.	Homes and Housing
H4	Number of homes made decent	Bigger is Better	2,224	389	388	New Indicator	N/A	This indicator is on target. No DoT as a new indicator for this year, replacing ‘% Decent Council Homes’ as more indicative of homes being made decent.	Homes and Housing
H5	% of rent arrears against rent debit	Smaller is Better	3%	2.5%	2.4%	2.4%	→	This indicator is on target and maintaining the same level of performance as last year. This is somewhat surprising as the impact of the Welfare Reforms was expected to have a detrimental impact on tenants’ ability to pay. Individual work with affected tenants has enabled the anticipated problems to be managed successfully. The income management team has seen a 25% reduction in their cases owing £50 and over in the last few months.	Homes and Housing
H1	Percentage of Leaseholder Service charge arrears (excluding major works) collected (quarterly snapshot set against estimated and actual figures)	Bigger is Better	93%	49%	48%	N/A	N/A	This indicator is on target. No DoT as indicator not reported last year. 2012/13 actuals have been raised on the account. However, there was a problem with the BACS system regarding Direct Debit (DD), which resulted in the DD being allocated to the account late. This has been rectified and will reflect in October’s figures.	Homes and Housing
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	50%	29%	↓	This indicator is below target and performing worse than last year. Due to the low numbers of appeal decisions received each quarter, it is difficult to conclude that there is trend of increased appeals being allowed. For the year to date the percentage of appeals allowed is 37%. This is a little worse than target, but close to the national average of 36%.	Regulatory Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	65%	31%	66%	↓	This indicator is below target and performing worse than last year. Corrective Action Additional resourcing has been engaged and an Action Plan devised to bring about improvements in decision-making. Over time, an upturn in performance is anticipated.	Regulatory Services
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	80%	56%	86%	↓	Although this indicator remains below target, there is significant improvement on Quarter 1 (40%). Performance is worse than last year. Corrective Action Additional resourcing has been engaged and an Action Plan devised to bring about improvements in decision-making. Over time, an upturn in performance is anticipated.	Regulatory Services
H3	Average void to re-let times	Smaller is Better	22 days	22 days	32 days	New Indicator	N/A	The indicator seeks to ensure that there is the minimum waiting time between when a property is empty and when it is re-let. The Council has usually let properties within its own housing stock of between 600-650 units per year and this has been constant for the last 3 years. The Council has embarked on a programme to assist residents who have been affected by aspects of the Welfare Reform attributable to under occupation. The number of additional properties this strategy has added to the normal level of re-lets, as at September 2013, is 82. In addition a new development for the elderly has been completed in Gidea Park offering 78 rental and 20 shared ownership units. In total, 35 residents have/will be housed in this new scheme who previously resided in Council housing stock with the consequential additional empty	Homes and Housing

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
								<p>properties being created. As at the end of September, an additional 117 voids have been created to the normal expected of 300 units.</p> <p>In addition to this there has been a decline in the performance of the contractor undertaking the works. Steps have been taken through contract management processes to address this. There will be a new voids contractor from 1st November 2013.</p>	

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	4,000	4,000	4,080	3,584	↑	This indicator is above target and performing better than last year.	Homes and Housing
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	14%	16%	11%	↑	This indicator is above target and performing better than last year. Staff continue to encourage the take up of direct payments at assessment and review. <i>Note: the inclusion of reablement and equipment within the denominator has a detrimental effect on this indicator.</i>	Adult Services
(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	2	4	↑	This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. The indicator is above target and performing better than last year. To date, there have been 16 delays; compared to 35 delays at the same time last year.	Adult Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
(ex) NI131 2C (iii)	Delayed transfers of care that are attributable to Adult Social Care only per 100,000 population	Smaller is Better	1	1	1	New Indicator	N/A	The indicator is on target. No DoT as a new indicator for 2013/14, highlighting delayed transfers of care attributable to ASC only. To date, there have been 7 delays; compared to 15 delays at the same time last year.	Adult Services
CY2	% of placements lasting at least 2 years	Bigger is Better	68%	68%	70%	66%	↑	This indicator is above target and performing better than last year. 70% of eligible LAC aged under 16 years have been in the same placement for at least 2 years.	Children's Services
1	% of children with 3 or more placements during the year	Smaller is better	11%	11%	4%	8%	↑	This indicator is on target and performing better than last year. It has been a very good start to the first half of this year with just 8 (4.3%) LAC having had 3 or more placements; compared to 20 (10.6%) at the same time last year.	Children's Services
CY13	% of Child Protection Plans lasting more than 24 months	Smaller is Better	4%	4%	5%	8%	↑	This indicator is slightly below target but performing better than last year. To date, 65 children have come off Child Protection Plans (3 had remained on them for 2 years or more). Performance is expected to improve towards the end of the financial year.	Children's Services
14	Number of new in-house foster carers	Bigger is better	15	7.5	6	6	→	This indicator is slightly below target but maintaining the same level of performance as last year. The service has approved a number of "connected persons" as foster carers for named children, thereby offering a level of permanence for children and young people.	Children's Services
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	6%	6%	7%	5%	↓	This indicator is below target and performing worse than last year. 21 people returned to ASC requiring an ongoing service during the first 6 months of the year.	Adult Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	70%	52%	44%	47%	↓	This indicator is below target and performing worse than last year. However, performance has improved from Quarter 1. Corrective Action Staff are continuing to promote the use of self-directed support. <i>Note: as with the direct payments, the inclusion of reablement and equipment within the denominator has a detrimental effect on this indicator.</i>	Adult Services
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is better	4%	4%	9% (5 children)	0%	↓	This indicator is below target and performing worse than last year. 58 children have become the subject of a Child Protection Plan (5 children (2 sibling groups) became the subject of a CPP for the second time within 2 years), giving a figure of 9%. Although, this is significantly higher than the target figure, it is very early in the year and is expected to get closer to the target throughout 2013/14. Corrective Action Work is underway through the Quality Assurance Group to determine whether children are being 'de-planned' too early. This indicator will be closely monitored due to concerns that more young people will soon be subject of a CPP for second/subsequent time within 2 years.	Children's Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
13	% children who wait less than 21 months between entering care and moving in with their adopting family	Bigger is Better	55%	55%	44%	New Indicator	N/A	No RAG or DoT as this is a new indicator. However, the Quarter 2 figure is below target. To date, there have been 10 children ceasing to be looked after upon the granting of an adoption order, and a further 8 placed with their prospective adopters. Of those, 8 (44%) waited less than 21 months between entering care and moving in with their adoptive family. There are 5 LAC with an adoption plan on placement orders waiting to be placed with prospective adopters, 4 of which have been looked after for less than 15 months. As such, it is expected that performance will improve over the next 6 months.	Children's Services
PH1	Chlamydia diagnoses (quarterly, but with a time lag of up to two quarters)	Bigger is Better	475 positive cases	N/A	Awaiting data	N/A	N/A	Awaiting data for Quarter 2.	Public Health

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

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
CS11	% of NNDR collected	Bigger is Better	96.5%	58.9%	59.1%	58.9%	↑	This indicator is on target and performing better than last year.	Exchequer Services
CS1	% of Council Tax collected	Bigger is Better	97%	58.1%	58.3%	58.1%	↑	This indicator is on target and performing better than last year.	Exchequer Services
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days)	Smaller is Better	18 days	18 days	16 days	26 days	↑	This indicator is on target and performing better than last year. Performance continues to improve from Quarter 1, which was 19 days.	Exchequer Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	96%	98%	↓	This indicator is slightly below target but within the 10% tolerance.	Corporate Health Indicator – provided by Internal Shared Services
CS21	% customer satisfaction with the Contact Centre	Bigger is Better	85%	85%	89% (based on 5,314 surveys)	New Indicator	N/A	This indicator is on target. No DoT as new indicator for 2013/14. The opening hours of the Contact Centre changed on 1 st July. It is encouraging to note that customer satisfaction has not been impacted and has indeed improved. Full resources are now available for the peak demand periods resulting in a lower abandoned call rate.	Customer Services
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	90%	88%	84%	↑	This indicator is on target and performing better than last year. There is significant improvement from Quarter 1 when performance was 67%. Of the 1,139 enquiries, three-quarters were for Streetcare.	Corporate Health Indicator - provided by Exchequer Services
	% of corporate complaints escalated to Stage 2	Smaller is Better	10%	10%	9%	New Indicator	N/A	This indicator is on target. No DoT as new indicator for 2013/14.	Corporate Health Indicator - provided by Exchequer Services
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	90%	83%	79%	↑	This indicator is on target and performing better than last year. Performance has increased significantly from Quarter 1 (65%).	Corporate Health Indicator - provided by Exchequer Services
CS3	Speed of processing new HB/CTB claims (days)	Smaller is Better	24 days	24 days	33 days	33 days	→	This indicator is below target and performing the same as last year. The first quarter of the year has been dedicated to clearing outstanding work and this has	Exchequer Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
								impacted the year-to-date figure. The second quarter, performance has improved from Quarter 1 and Quarter 3 is expected to show further improvement.	
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	9.3 days	8.1 days	↓	This indicator is below target and performing worse than last year. However, this is the first complete rolling year to include former Homes in Havering sickness absence data. Homes in Havering had a significantly higher number of days absent per employee, which has consequently impacted on the overall absence figure. Corrective Action Active management of absence cases is taking place.	Corporate Health Indicator - provided by Internal Shared Services
TBC	% of queries resolved at first point of contact	Smaller is Better	TBC	TBC	Not available	New Indicator	N/A	MI reporting to capture this data via CRM is in progress. Will be able to report in Quarter 3.	Customer Services

Partnership Indicators (the Council is not solely responsible for the target and/or performance)

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 2 Target	2013/14 Quarter 2 Performance	2012/13 Quarter 2 Performance	DOT	Comments	Service
CSP1	The number of burglaries reported	Smaller is Better	2,580	645	501	872	↑	This indicator is on target and performing better than last year. Currently achieving a 16% reduction in burglary.	Corporate Policy and Community
CSP2	The number of anti-social behaviour incidents reported	Smaller is Better	5,970	1,493	Not available	2,931	N/A	Unable to extract data due to vacant analyst role. Recruitment is taking place.	Corporate Policy and Community
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7	7	5.4	15.2	↑	This is a partnership indicator relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. This indicator is on target and performing better than last year. To date, there have been 47 delays; compared to 141 delays at the same time last year.	Adult Services
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	35	30 (Q2 2012/13)	30 (Q2 2011/12)	→	This indicator is on target and performing the same as the previous year. The most recent figure released by the Office for National Statistics is for Q2 2012/13. There continues to be a downward trend in local teenage conceptions since 2009.	Public Health
PH3	Take up of NHS Health Checks (quarterly)	Bigger is Better	16.5% offered 49% of those offered, received	16.5% offered 49% of those offered, received	Awaiting data	N/A	N/A	Awaiting data for Quarter 2.	Public Health

OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:	NEW PLYMOUTH & NAPIER HOUSES REFURBISHMENT SCHEME
CMT Lead:	Joy Hollister, Group Director – Children, Adults and Housing
Report Author and contact details:	Jonathan Geall Housing Needs & Strategy Manager 01708 434606 Susan Smith Affordable Housing Project Manager 01708 434057 Julian Mitchell Interim Capital Works Projects Manager 01708 434728 Julie Pocock Interim Residential Involvement Manager 01708 433619
Policy context:	Housing Strategy, Decent Homes Programme and Rainham Compass

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

Clean, safe and green borough	[√]
Excellence in education and learning	[]
Opportunities for all through economic, social and cultural activity in thriving towns and villages	[√]
Value and enhance the life of every individual	[√]
High customer satisfaction and a stable council tax	[]

SUMMARY

The aspiration for the refurbishment works to New Plymouth & Napier Houses is to install winter gardens to both tower blocks, carry out full stock condition improvements beyond the minimum Decent Homes requirements, upgrade the communal areas and lifts, and carry out any additional external refurbishments required.

Sufficient capital resources have been identified and allocated within the HRA capital programme up to and including 2014/15 for the purposes for tower block refurbishment such that expenditure on New Plymouth and Napier Houses would

not divert any funding away from the Council's aspiration to complete the Decent Homes programme by March 2015.

This report details the works undertaken thus far exploring the feasibility of the winter garden approach and proposals for the refurbishment of New Plymouth & Napier Houses.

RECOMMENDATIONS

- A. To note that the following approach to the external refurbishment – that the installation of winter gardens remains the preferred option and will only be changed if technical and / or financial considerations render it unviable in which case enclosed balconies or refurbished balconies with double – glazed access doors will be installed subject to further consultation with the Lead Member for Housing and residents.
- B. That the programme of kitchen, bathroom and communal areas upgrades in 2013 /14 is noted.
- C. That the proposed twelve – week employment and training focused community engagement programme is noted.

REPORT DETAIL

1. Context

At the meeting between Cllr Lesley Kelly, Jonathan Geall, Kevin Hazlewood and Peter Doherty held on 12 July 2013, the cost of various options for significantly refurbishing New Plymouth and Napier Houses were reviewed.

It was recognised that:

- the aspiration to (a) install winter gardens to both tower blocks, (b) carry out full stock condition improvements beyond the minimum Decent Homes requirements, (c) upgrade the communal areas and lifts, and (d) carry out any additional external refurbishment required would have a net cost of £5.153m to the 30 year HRA Business Plan using July 2013 pre-tender estimates
- the cost was below the net **cost** of disposal to the 30 year HRA Business Plan, estimated at £5.584m when decanting, leaseholder buy-out costs and residual HRA costs were calculated, offset to some extent by a realistic estimate of the disposal receipt
- sufficient capital resources have been identified and allocated within the HRA capital programme up to and including 2014/15 for the purposes for tower block

refurbishment such that expenditure on New Plymouth and Napier Houses would not divert any funding away from the Council's aspiration to complete the Decent Homes programme by March 2015.

At the same meeting, it was raised however, that the novel nature of adding winter gardens to existing blocks carries inherent risks and that an acceptable alternative approach is required should winter gardens ultimately prove technically and/or financially unviable following detailed feasibility work.

2. Potential issues associated with implementing a winter garden programme

Preliminary discussions with Planning and Building Control colleagues, albeit held in advance of specialist design and surveying work, have indicated that the scheme as proposed should be feasible.

That said the exact design will require certain specific technical issues to be resolved during the design and approval process. In particular Building Control colleagues have identified three key areas which *may* adversely impact on the technical and/or financial viability of the scheme as it progresses. These are:

- the winter gardens need to be designed in such a way that they do not denigrate the structural integrity of the blocks themselves, that is, they should not be unsustainable vertical or horizontal loads on the blocks
- in light of the Lakanal House inquest, there may be fire protection requirements that were unforeseen at the outset of this project – for example, the need for higher standards of glass and/or compartmentalisation between the winter gardens to retard the spread of fire from balcony-to-balcony. Compliance with new higher standards could place too great a financial burden on the scheme
- ever-rising thermal standards may impose unforeseen costs.

Homes and Housing officers, consultants and designers will, of course, work closely with Building Control on the design of the proposed winter gardens; however, there is a substantial risk that the winter gardens as originally envisaged may not be feasible. At the meeting between the Lead Member and officers in July, the need for an alternative in this eventuality was discussed and officers were charged with exploring the idea of enclosed balconies.

3. 'Fall-back options' should winter gardens not prove viable

a. *Enclosed balconies*

Under this option, the existing glazed balcony of each flat would be removed and replaced with a metal framed full storey height glazed balcony enclosure with opening or sliding windows.

Such an approach has been successfully undertaken in a number of locations across the country and this option would in all likelihood obviate any major structural issues associated with securing a new structure to the side of the tower blocks. Meeting of fire protection and thermal comfort standards may also be more straightforward.

With careful design, coupled with imaginative external works, this approach could still achieve the desired 'landmark' effect.

Furthermore, this option is very likely to be less expensive than the installation of winter gardens and so could be afforded within the HRA capital programme.

The downside, of course, would be that far less, if any, additional space would be created for residents and as such it is likely that this option would be far less attractive to them.

b. Refurbishment to existing balconies with double-glazed access doors

An option of last resort could be to simply refurbish the existing balconies without any attempt to add to / enclose them, with the replacement of the access doors with double-glazed units. This is clearly the most straightforward and least expensive option.

While not achieving a total transformation of the external appearance of the blocks, thoughtful design and the use of imaginative, high quality materials could achieve a significant upgrading to these towers.

4. Proposed approach to external refurbishment

Installation of winter gardens remains the preferred option and while this paper highlights realistic risks it should not be inferred that winter gardens are likely to prove unviable. Hence, the following approach to the external refurbishment is proposed:

	Action	Progress at 13 November 2013
1	Appoint expert consultant to carry out detailed feasibility work and produce a winter garden brief <i>(unless immediately apparent this option is not viable)</i>	<p>Following a competitive fee tender exercise specialist surveying and design consultancy Hunters were appointed in October and were introduced to Napier & New Plymouth residents on Thursday 17th October.</p> <p>Hunters' site inspection and technical investigations of Napier and New Plymouth Houses are now underway. These investigations will form part of Havering's 'employer's requirements' for the refurbishment of the two tower blocks.</p> <p>Hunters have met with Havering's building control and planning teams and held technical meetings with various leading</p>

		<p>'winter garden' and 'rainscreen' specialist manufacturers and suppliers.</p> <p>Hunters have also held preliminary discussions with the London Fire Brigade's 'fire engineering' technical advisers on Havering's proposals for extended balconies and 'winter gardens' design.</p>
2	Residents involvement and community engagement	<p>Following consultation Napier and New Plymouth residents formed their own 'New Vision' project group in June to represent residents and to work with officers and help direct the planning and outcome of the refurbishment to their homes.</p> <p>The 'New Vision' group were involved in interviewing and the selection of the specialist consultant Hunters.</p> <p>Napier and New Plymouth residents also now have their own 'New Vision' newsletter prepared by officers. Officers have also already worked with a small number of residents on a 1:1 basis to help them write their CV and give advice on health issues.</p> <p>Future events currently being planned for December include:-</p> <ul style="list-style-type: none"> • A project update meeting on 4th December. • A visit from Father Christmas and carol signing on 8th December. • A 'Work Programme' taster day on 16th December.
3	Design feasibility appraisal for winter gardens produced by consultant (<i>unless apparent this option is not viable</i>)	<p>Although Hunters' design and 'winter gardens' feasibility investigations continue, preliminary discussions with LFB fire engineer's and others are encouraging for the prospect of extended balcony 'winter gardens'.</p> <p>However further ongoing evaluations meetings with building control officers, site investigations; testing, ground conditions and cost appraisals etc., will be required before a firm view can be given.</p>
4	Confirmation of winter gardens or alternative approach	Anticipated November/December 2013
5	Tender documents for contract	'Invitation to Tender' due March 2014.

	published	Proceeded by the statutory EU procurement rules OJEU contract notice issue and prequalification processes in early 2014.
5	Contract awarded for winter gardens / alternative option	Due July 2014 following an EU procurement exercise

5. Internal works

Regardless of the ultimate option taken forward for the external refurbishment, work is progressing on the internal works.

While the bulk of the Decent Homes work is expected to be undertaken alongside the external refurbishment, where practicable works within the towers will start ahead of this so as to demonstrate the Council's commitment to regenerating these blocks. The planned works for 2013/14 are as follows:

	Works	Timetable
1	Repainting of all communal areas including entrances, stair wells and landings	Ongoing redecoration of the communal landings and stair wells with flame resistant 'class O' coatings will be finish during November.
2	Renewal of all bathrooms in rented flats to include, subject to consultation with individual tenants, space-efficient and/or repositioned toilets, showers over baths	Individual property surveys are currently underway to all tenants' homes prior to the fitting of new 'Decent Homes' kitchen and bathrooms under Havering's recently mini tendered contracts using the London Housing Consortium's (LHC) 'whole house refurbishment' framework agreement. The successful contractor Keepmoat will commence the Bathrooms renewals to upwards of 88 tenanted flats in the New Year. In the meantime standard internal asbestos identification surveys and materials testing in advance of the new kitchen and bathroom programme also started in November.
3	Renewal of all kitchens in rented flats	The successful contractor Keepmoat will commence the Kitchen renewals tenanted flats in the New Year.
4	Fire Investigation	Following a fire to a one bedroom on the 7 th floor flat at New Plymouth House in October, the BRE (Building Research Establishment) were appointed to carryout a fire investigation survey on 4 th November to help establish the impact of the fire on the existing building's structure, the effectiveness of the flat's

		<p>compartmentation and fire prevention design.</p> <p>The BRE's findings report will inform future design considerations including any necessary refurbishment upgrades as part of the main 'Design and Build' contract for the two tower blocks, and proposed new 'winter gardens' and over cladding designs.</p>
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6. Hidden homes conversions

Work to provide a total of three additional flats in the disused pram sheds at the base of the towers is due to start in July 2014.

The development will be funded through the HRA and Mayors funding. The Council successfully bid for Mayor's funding through the "Building the Pipeline Fund" and obtained £90,000 towards the development of these three units.

It is proposed to replace this disused area in one of the blocks with two individual single storey flats. Whilst in the other block only one flat will be provided alongside a communal room for the residents.

Each flat will contain a Living / Dining Room/ Kitchen, Bathroom, Storage Area and 1 double and 1 single bedroom as well as external area.

The scheme has been designed to maximise density whilst conforming to planning guidelines and includes the following:

- Lifetime homes standards.
- Meets the Code for Sustainable Homes Level 4.
- Meets the London Housing Design Guide

7. Resident involvement – update and new programme

A residents group for the towers has been formed, called the New Vision Residents Group. This group meets regularly with officers and has been actively involved in the tender interviews for the technical consultant.

Twelve Residents Days have been held in the grounds at New Plymouth and Napier between June and September 2013. During the programme 68 households made direct enquiries, these were equally split between tenancy issues and repairs; on all occasions residents were given a current update on the proposed development. In addition, 150 residents attended the Residents Service Day in August.

It is proposed that a Christmas Party will be held in December to maintain the New Vision momentum.

Lead Member approval of a new twelve-week community engagement programme is agreed which will focus specifically on Improving Employment and Life Chances. This programme would build on work carried so far this year which has seen 13 New Plymouth and Napier residents taking up training and/or employment as a result of the Homes and Housing Service's involvement.

This programme would include one-to-one work facilitated by the Homes and Housing Service's profiling of residents' current socio-economic circumstances with the express aim of supporting them access jobs through Job Centre Plus and training programmes available. There is capacity within the Resident Involvement / Community Engagement team to design and carry out this programme. In addition to this we are also looking at health options for residents with barriers to work.

In the work programme, we aim to engage with residents and offer services such as CV writing, online applications and presentation skills for an interview. They will also be signposted to such schemes as the Lightbulb project and HAVCO work club.

A detailed database has also been compiled to assist in targeting certain residents on issues such as child care, employment, adult care and links with troubled families.

The aim is to have a fully engaged community as the build progresses with resident involvement throughout. Once the community space is built we will look at self employment and enterprise opportunities that residents could obtain and use within this space.

IMPLICATIONS AND RISKS

Financial implications and risks:

With any major investment, it is good practise to consider what options are available, and the costs relative to the remainder of the programme, and relative to wider need.

Legal implications and risks:

On the Legal implications, there are none for the report itself. Presumably there may be issues around gaining access to some flats, but that is no different than for any other element of the Decent Homes building works

Human Resources implications and risks:

There are none

Equalities implications and risks:

The residents living in these blocks will benefit from the additional living space provided by the Winter Gardens and other works beyond Decent Homes undertaken to these blocks.

The community engagement programme will provide residents with the opportunity to access skills training courses to ultimately gain employment.

The additional flats will provide accommodation to those on the Council's waiting list.

BACKGROUND PAPERS

There are none

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