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Havering
LONDON BOROUGH

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE AGENDA

7.30 pm	**Wednesday 22 April 2015**	**Town Hall, Main Road, Romford**

Members 9: Quorum 4

COUNCILLORS:

Conservative (4)	**Residents' (2)**	**East Havering Residents' (1)**
Steven Kelly	Jody Ganly	Linda Hawthorn
Frederick Thompson	Barbara Matthews	(Vice-Chair)
Jason Frost		
Robby Misir		

UKIP (1)	**Independent Residents' (1)**
Lawrence Webb	Michael Deon Burton
(Chairman)	

For information about the meeting please contact:
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Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

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 sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees 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 to the public.

The sub-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. These are considered by the Overview

and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-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 or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's 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
- Councillor call for Action

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 - 6)

To approve as a correct record the minutes of the meeting of 14 January 2015 and to authorise the Chairman to sign them.

5   **REPORT OF THE LANDLORD ACCREDITATION TOPIC GROUP** (Pages 7 - 30)

6   **CABINET REPORT UPDATE - HAVERING BUSINESS GROWTH PROGRAMME**

The Committee is to receive an update presentation to the Cabinet Report.

7   **CABINET REPORT UPDATE - HAVERING NATURE CONSERVATION AND BIODIVERSITY STRATEGY**

The Committee is to receive a verbal update to the Cabinet Report.

8   **ANNUAL REPORT OF THE SUB COMMITTEE** (Pages 31 - 36)

9   **CORPORATE PERFORMANCE REPORT - QUARTER 2 & 3 2014/15** (Pages 37 - 88)

The Committee is invited to review the report and note its content on the Corporate Performance information for Quarter Two and Three that was presented to Cabinet at its meeting on 10 December 2014 and 18 March 2015 respectively.

10   **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

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**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE
Town Hall, Main Road, Romford
14 January 2015 (7.30 - 9.25 pm)**

Present:

Councilllors Lawrence Webb (Chairman), Linda Hawthorn (Vice-Chair),
Steven Kelly, Frederick Thompson, Jason Frost, Jody Ganly and Barbara Matthews

Apologies for absence were received from Councillor Robby Misir

Through the Chairman, announcements were made regarding emergency evacuation arrangements and the decision making process followed by the Committee.

19 **MINUTES**

The minutes of the meeting held on 28 October 2014 were agreed as a correct record and signed by the Chairman.

20 **PRESENTATION ON LONDON ENTERPRISE PANEL**

At the request of the Chairman, the Head of Economic Development, Culture & Community gave a presentation on the London Enterprise Panel (LEP).

Members were informed that as part of the LEP Growth Deal, an initiative "London New Homes Bonus" (NHB) was top sliced to the LEP to fund the Growth Deal. This amounted to 80% (£56m) to provide the a programme of activity to support economic growth priorities.

The GLA/London Councils invited bids from boroughs along LEP themes to be submitted by August 2014 for £1.6m. A final settlement was to be agreed in January 2015 worth about £1.369 million.

The presentation detailed the following programmes that the service identified would provide maximum growth as part of the Growth Deal Project:

- Romford Town Centre
- Supporting retail businesses
- Havering business incubator hub
- Care Havering
- Build Havering

- Renewable energy investment

The subcommittee was informed that the Romford Town Centre Project had six project areas that included making improvements to Romford Market. Officers had identified that the market needed to attract new traders and footfall.

Another part of the Town Centre Management initiative was to recruit a Town Centre Manager to lead on the various programmes and projects. This included reviewing how Romford was marketed and its branding. It was also stated that was a need to develop a business plan with the Town Centre partnership in mind.

Members gathered that part of the Romford Town Centre project was to deliver projects to diversify the Town Centre's High Streets. Officer were also considering an engagement programme with High Street landlords which would develop an incentive programme in making the Town Centre more attractive for retailers.

Officer explained that the LEP funding would also enable the service to acquire an interest in empty/low value units on South Street.

The presentation outlined that Havering's retail sector held the second largest number of SME's in the borough and the largest number of employees. However, numbers of jobs and SME's were in decline [Size of firms in London: ONS, 2012].
The service recognised that the High Streets and Town Centres provided employment, activity and local distinctiveness as well as potential for business growth. Within Havering, vacancy rates were low in most centres but Collier Row and Rainham were above average.

In Supporting the High Streets Projects, the following programmes had been identified:

- To developing a town team in Hornchurch
- To provide borough-wide retail-focussed business support

Member were informed that part of the Havering Business Incubator hub project was to set up an incubator hub for around 20 start-up businesses in Romford. The business incubator would deliver a programme of events and workshops and provide a business advice service for new and existing Havering businesses

Under the Care Havering Initiative, the Committee was informed that the Care Act would lead to a fundamental change in the way social care was delivered with the focus on prevention rather than response.

Havering had the highest proportion of adult social care users aged 65+ compared to other London Boroughs. The Care Havering Projects was looking:

- To provide a sector-specific business network and training
- intensive 'fast track' support for 12 SME's in the health and social care sector
- And to develop a " Buy with Confidence" Scheme to attain standards

As part of the Build Havering, officer informed the Committee that construction represented Havering's largest sector making up 20% of its businesses compared to its neighbouring boroughs of Barking & Dagenham (13%) and Redbridge (11%).

The service detailed that construction skills had been identified as an issues by both pan London and in the labour market review. There were potential for linkages to Havering Colleges 'Advanced Technical Centre' proposals.

As part of the Build Havering Projects, the following programmes were planned:

- To provide a sector-specific business network and training
- Intensive 'fast track' support for 12 SME's in the construction sector
- To provide work opportunities for the locally unemployed, apprenticeships or work experience in the construction sector.
- To overcome the barriers that skilled-builders have to secure employment e.g. training, obtaining qualifications and cards

The subcommittee was informed that Havering had the highest renewable energy potential of the London boroughs, largely due to the high potential for wind energy. It was also stated that Havering had the seventh highest potential for solar pv electricity generation of the London boroughs.

Havering residents had accepted and adopted renewable energy and was the fifth highest number of solar photovoltaic installations of all London boroughs, with 744 solar installations (200 more than the sixth highest borough)

As part of the Renewable Energy Investment Projects, the service planned:

- For the council to implement a renewable energy scheme
- To provide business advice on renewable energy to businesses particularly in the Riverside BID
- And to support low carbon businesses (start-ups and existing) in Havering

The Next Step

The subcommittee was informed that the service was looking to agree final allocations for each project area (to new total of £1.369m). Following this the next action plan was to develop delivery plans for each of the six project areas for a prompt start on 1 April 2015.

The following preparatory works were outlined to Members:

- Romford Market Review (May 2015).
- Business and landlord engagement in Romford (Jan 2015)
- Recruitment of a Romford Growth Manager (April 2015)
- Market shaping and business development research into the local care and support market (March 2015)
- Number of renewable energy feasibility studies (March 2015)

The Committee **noted** the presentation.

21   **CABINET REPORT REVIEW - CULTURE STRATEGY**

In accordance with the Council's Continuous Improvement Model, the subcommittee received a presentation update on the Culture Strategy from the Policy, Marketing and Administration Manager.

The presentation outlined the following:

- The Culture Strategy 2012-2014

- Progress against the Action Plan

- The Culture Strategy 2015-2017

The subcommittee was informed that the Culture Strategy was driven by a very simple ambition: "To transform lives through participation in, and enjoyment of, culture"

The Strategy was based on the following objectives:

- Objective 1: Health and Wellbeing - Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in sport and Physical Activity and accessing the natural environment

- Objective 2: Learning and Development - Support learning opportunities for all, by enabling people to take part in new activities, ensuring development pathways are in place and providing access to coaching, officiating, leadership and club development training

- Objective 3: Towns and Communities - Enriching our towns and communities, through investment and engagement in culture, and delivering a high quality, safe, pleasant, visually interesting landscape and townscape for our residents.

The subcommittee was taken through some slides that outlined progress against the Action Plan from each of the objectives.

In summary:

- 31 actions had been achieved (65%)

- 13 actions partially achieved (27%)

- 4 actions not achieved (8%), but 1 of these was because the action was no longer required.

The subcommittee was informed that the Culture Strategy for 2015-2017 was scheduled for drafting by February 2015 and would be circulated by March 2015. It was envisaged to be approved by May/June 2015.

The Committee **noted** the presentation.

Chairman

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Havering
LONDON BOROUGH

This report contains the findings and recommendations that had emerged after the Topic Group scrutinised the subject selected by the subcommittee in July 2014.

RECOMMENDATIONS

1. That the subcommittee agree the report be referred to the next meeting of Cabinet for consideration.

REPORT OF THE
TOWNS & COMMUNITIES OVERVIEW AND SCRUTINY SUB COMMITTEE
LANDLORD ACCREDITATION SCHEME TOPIC GROUP - PRIVATE RENTED
SECTOR LANDLORDS TOPIC GROUP

1.0   BACKGROUND OVERVIEW

1.1   At its initial meeting on 1 July 2014, the Towns & Communities Overview and Scrutiny Sub Committee agreed to set up a Landlord Accreditation Scheme Topic Group to consider the options of introducing methods to monitor and control the activity of private rented sector landlords in the borough

1.2   The Topic Group aimed to understand licensing schemes, the process that would be taken in Havering and understanding current practice in other boroughs.

1.3   The group had explored the main recognised means of private rented regulation currently operating some local authorities and considered the different approaches as potential solutions in Havering.

1.4   The membership of the Topic Group was open to all members of the committee. The Group was be led by Councillor Jason Frost with Councillors Jody Ganly and Linda Hawthorn as members.

2.0   SCOPE OF THE REVIEW

2.1   At the initial scoping meeting Members suggested the Topic Group should consider the following:

- The aim of the Topic Group was to understand if there was any Landlord Licensing process in Havering.

- Identify the types of Landlord Licensing scheme currently in operation in the borough
- Identify what schemes were running in other boroughs
- Consider which scheme can be implemented in Havering

3.0 FINDINGS

3.1 The Topic Group had since met on four occasions with relevant officers within the Housing Services including Martin Grant, Martin Pereira and Louise Watkinson to discuss the future of private rented sector regulation and discuss possible solutions. It has found currently there was no Landlord Accreditation Scheme in operation in neither the borough nor any licensing scheme aside from mandatory licensing.

3.2 The Topic Group summarised the current status of Private Sector Housing (PSH) in Havering and examples of LLAS's to then enable discussion regarding the merit of developing such a programme within Havering.

The Topic Group was aware there are three main potential options for the Council if it would like to proceed with tighter regulation of Landlord activity in the private rented sector in some or all areas in Havering. The main options up for consideration are;

Proposal 1: Accreditation of Landlords

Proposal 2: Landlords Licensing through the following;

   a) Selective Licencing
   b) Additional Licencing

Legal Requirement

The Topic Group noted that the Housing Act 2004 provided that if the Council considered that there was reasons to inspect/monitor residential premises within the borough in order to determine whether any serious hazards exist, it must arrange for such an inspection to be carried out.

The Act provides council's officers with powers of entry, powers to require the provision of information and for the council to take appropriate enforcement action.

The Topic Group noted that Havering had a commitment within its' Housing Strategy to improve the living conditions of people who own or rent a home in the private sector. A key way to do this is to engage with private landlords.

Havering's Housing Strategy 2013-2016

The Topic Group was provided with information on the Council's current Housing Strategy for 2013-2016 within which there was a Private Sector Housing sub-strategy.

The key agreed priorities for the service were:

- Improve our understanding of the local private rented sector
- Continue to improve access to the private rented sector to tackle increasing housing demand.
- Improve private rental property standards and management practices through a new advice and support service and an updated package of training and accreditation for local landlords.
- Examine the potential of developing new, private rented accommodation.
- Help older and vulnerable people to remain safe and independent in their own homes.
- Identify and target poor conditions and inadequate energy efficiency in the private housing sector.
- Bring empty homes in the private sector back into use.

Private Sector Housing in Havering

The Topic Group was informed that as with all London Boroughs, the demand for housing in Havering that was affordable – to rent or to buy was very high and as house prices, mortgage availability and the need for significant deposits to support home purchase, the private rented sector was seeing considerable growth that may signal the need for tighter regulatory control over the activities of landlords

The Census 2011 revealed that the private rented sector in Havering has more than doubled over the past 10 years. In March 2011, 10,337 households were renting privately compared to 5,049 in April 2001. This is emphasised by the numbers of Housing Benefit claimants living in the private rented sector that have increased from 3,800 in 2007 to 7,331 by April 2013 and for the first time, there are more claimants living in private rented homes than claimants in the social sector. With such growth in mind, the need to ensure effective management of such properties is becoming increasingly apparent.

In 2008 there was a report on the full range of the Decent Homes criteria for each borough on a ward-by-ward and super-output area basis. Most notably, it found that:

- 19% of private sector homes contain at least one Category 1 hazard- where the risk is considered as serious and the Council has a duty to take action.
- 34% of private sector homes in Havering were non-decent.
- 9% of private sector homes are non-decent and are occupied by a vulnerable household.
- 17% of private sector homes in Havering have inadequate thermal comfort.

Moreover, as highlighted via a motion to Counsel on 25 March 2015 specifically concerning the potential for an Article 4 Direction there have been growing areas of public unrest regarding the conversion of family homes into houses of multiple occupancy (HMOs). Perceived activities in certain areas believed to be from the creation of shared living have evoked a strong negative reaction from local residents who feel their community and property conditions in their area is under threat. Council passed a motion that, as a matter of urgency an Article 4 Direction would be introduced to provide stronger control over the need for planning permission.

Evidence of Private Rented Sector Conditions

The most common way for local authorities to approach this is through a Licensing Scheme or Selective Licensing Schemes. Both can be influential means for Council's to control the behaviour of private landlords, ensure statutory obligations are met and monitor the conditions of property. However their use is subject to considerable constraints. They are only available where certain conditions are met and most notably for Havering, where we believe their introduction would reduce specific housing problems.
The question for Havering is; do we have a specific problem, borough wide or on a ward level that would support the introduction of a Licencing or Selective Licencing Scheme.

Therefore, at the last meeting, Officers were asked to use existing data from Housing sources and Environmental Health records to ascertain current or emerging trends of poor private rental conditions across the borough or particular isolated hotspots.

Evidence of Havering's Private Rented Sector property conditions have been analysed by the Topic Group to help guide discussions as to what option is necessary. The options were also looked at based on evidence on the levels of disrepair and poor conditions reported by private sector tenants in Havering combined with local intelligence gathered on anti-social activity and noise nuisance. The evidence mapping that is referenced here is attached within the report's appendix.

a) **Housing disrepair complaints**

Data from 2010-2013 attached as appendix A highlights wards which have the highest concentration of combined housing disrepair issues in privately rented accommodation. 753 cases of combined housing disrepair complaints have been mapped and the red hotspots within this density map represent the highest concentration of recorded issues. As can be seen, Havering has wards which have very low levels of complaints on Housing disrepair, such as, Upminster, Hylands, Cranham and Emerson Park. In contrast, Romford Town, Rainham and Brooklands have the highest number of recorded complaints regarding housing disrepair issues.

b) **Anti-Social Behaviour**

The density map as appendix item B highlights hotspots where the Council has logged complaints on Anti-Social Behaviour. As demonstrated by the density of red and orange areas, Romford, Gooshays and Heaton can be seen to have the highest number of Anti-Social Behaviour calls per 100m across all wards of the borough; thus implying these areas to have the greatest concentrations of ASB. In contrast Upminster, Rainham and Wennington and South Hornchurch appear to have the most sparse and low levels of ASB in the borough. Havering Park, Mawney, Hylands, Brooklands and Emerson Park appear to fall somewhere in between the two.

c) **Noise Complaints**

This density map detailed as appendix item C colour codes according to the prevalence of noise complaints within wards. Yellow colour code highlights wards which have the highest concentration of noise complaints that have been recorded over 2011-2015. As can be seen these wards are Romford Town and Brook lands, followed by Upminster and Gooshays

Correlations between all forms of evidence suggest a borough wide approach to accreditation or licensing may be an unnecessary drastic approach to closer regulatory control of the Private Rented Sector based on the suggestive evidence,

with many areas having little to no recorded complaints of ASB, noise or housing disrepair.

Romford has been distinguished by evidence as having the highest number of recorded complaints across all areas that may indicates a justified need for Havering Council to impose a scheme of some form in this area. Higher correlations of recorded complaints also features in Gooshays, Heaton and Brooklands, indicating areas of Harold Hill and Harold Wood may also be considered for a selected approach to accreditation or licensing.

PROPOSAL 1: VOLUNTARY LANDLORD & PROPERTY ACCREDITATION SCHEMES (LPAS)

The Topic Group had a presentation that discussed options for the introduction of a voluntary landlord/property accreditation scheme.

Within the Housing Strategy the Council was committed to supporting the privately rented sector (PRS). The development of such an Accreditation Scheme for landlords offers,

- a means of defining and regulating housing standards and;
- can support the provision of the types of accommodation that the market is demanding.

With a high up take, this could have a significant social and financial benefit to for the borough. Further the PRS was an important, and growing, part of the housing offer in Havering and it was important that it was a safe and well managed sector. It is important that good landlords are recognised, are supported and given assistance in providing high standards of accommodation within the borough.

A number of accreditation schemes are available, but there is a great disparity between these. The regulatory function of accreditation is made effective by the vetting of landlords prior to their becoming accredited, together with complaints and disciplinary procedure that can result in landlords losing their accreditation if they do not comply with the scheme.

This self-regulation frees up Council enforcement resources to focus on those landlords and agents who do not engage with accreditation, particularly those who, consciously or unconsciously, choose to ignore existing legislation and good practice. It allows the authority to tackle the minority of landlords known as 'rogue landlords'.

The Department for Communities and Local Government's view was that local authorities have the discretion to use self-regulation and statutory enforcement powers in a complementary way. It also sets out guidance for tackling rogue landlords in its recent Guidance Document, Dealing with Rogue Landlords, which could be followed as part of the pro-active enforcement of the Sector enabled by accreditation.

It is anticipated that an effective Landlord/Property Accreditation Scheme (LPAS) would have a positive impact on conditions in the PRS in Havering. It would set a general standard of good landlord practice throughout the borough. It would also help the council to establish improved communication channels with local landlords whilst be seen to actively protect tenant's from inappropriate landlord behavior.

Core values of LPAS

The Declaration

Accreditation is about accountability: there must be a voluntary declaration by the supplier or manager of the housing to a set of processes or standards (normally

both). The declaration should be regular and normally should take place once every three years.

Verification

A scheme must verify that those who sign up to meet standards are doing so. Time has shown that to maintain both consumer and landlord confidence there must be a regular and transparent process that checks on the standards being met, issues some form of report and where any shortcomings are identified, a landlord must agree to an improvement package. Whatever the verification process is, it must be public, realistic and achievable. A complaints system alone is not sufficient to ensure verification.

Continuing Improvement

Verification should not be simply about standards being met. The notion of continuing improvement sets the mental tone for accreditation: it is about doing better from a base standard and accepting that there is always room for improvement in management outputs.

Complaints

There must be a proper complaints process that should be simple, inclusive, transparent, rapid and known.

Partnership

Accreditation is partnership working at a local level to ensure a good supply of privately rented property is readily available. It is supported by a wide range of private rented sector stakeholders including the Government, national landlord associations, local authorities, Shelter, the National Union of Students and the Chartered Institute of Environmental Health.

LPAS Options Appraisal

There are a number of options for the Council to consider with regard to Introducing a LPAS. The topic group has discussed;

- Option 1: No further action
- Option 2: Partnership scheme
- Option 3: Bespoke scheme
- Option 4: London wide scheme
- Option 5: Property accreditation in a geographical hotspot

Option 1: No Action

Take no further action with regard to the introduction of an LPAS. There was an argument that an accreditation scheme is not necessary where there was a high demand PRS and landlords can be fairly confident of finding tenants easily. The

introduction of a scheme will serve only to add further layers of bureaucracy and costs to those managing properties, which will potentially be reflected in rent levels charged in the sector.

Option 2: Partnership Scheme

Negotiate a partnership with one of the national industry bodies for the provision of a scheme on behalf of the Council. Residential Landlords Association (RLA) and the National Landlord Accreditation Scheme (NLAS) offer to develop, implement and run schemes on behalf of organisations such as local authorities. These schemes can be tailored to meet the requirements of the local authority concerned.

Option 3: Bespoke Scheme for Havering

Develop and implement a specific Havering Voluntary Landlord Accreditation Scheme. The introduction and operation of a local Scheme has the potential to offer more flexibility to accommodate the nature of the PRS in the borough. Accreditation means different things in different areas, from simple lists of private landlords and their properties, to a fully developed scheme where active engagement, checking, training, services and inducements are offered to private sector landlords. The Government argues that "this diversity makes sense in that, at present, accreditation works best when it reflects local markets". However, the operation of a local scheme will have revenue implications, certainly until it is established and working towards self-funding when a critical mass of membership is reached. This will obviously depend upon the decision whether to charge for membership and, if so, how much is to be charged.

In order to achieve a higher scheme membership, there should be a holistic approach to the Council's engagement with the PRS, preferably linking up with unified housing option appraisals and building on and complementing existing choice based letting arrangements as part of a range of benefits, including assistance, training and the provision of other services which will lead to a clear market advantage for members. Although difficult to quantify, it is hoped that the benefits offered by the Council, and determined as part of the final development of the scheme, will at least offset membership fees where possible.

Option 4: London Wide Scheme

Join an existing scheme providing accreditation in London. The London Landlord Accreditation Scheme (LLAS), otherwise known as UK Landlord Accreditation Partnership (UKLAP) administered by Camden Council, is the largest voluntary accreditation scheme in London and the UK. It was set up in 2004 as a partnership of landlord organisations, educational organisations and 33 London boroughs. The National Landlord Association (NLA) Accreditation, a scheme that operates in Newham was a similar product.

The overarching purpose of the LLAS was to build positive relationships with landlords in local authorities, better understand landlord needs, encourage partnership working, break down barriers between landlords and local authorities and

improve the quality of housing stock within the private rental sector by offering training courses.

The scheme awards accreditation to reputable landlords who undergo training and comply with a code of conduct. Accredited landlords are able to display the LLAS logo as a badge of good practice and access a range of products and incentives including grants, leasing schemes and discounts on fees for licences and other charges.

Accreditation with LLAS was free and lasts for five years before a person must be reaccredited. To become accredited with LLAS or UKLAP, landlords must:

- complete a one-day development course
- agree to comply with a code of conduct & law
- be a fit and proper person.
- carry out urgent works promptly

To become reaccredited the landlord must commit to continuous professional development training over the period they are accredited. Should a landlord not comply with these requirements, the LLAS may withdraw accreditation.

With over 13,000 landlords and 1000 agents and growing LLAS is the biggest and most established scheme of its kind operating throughout London and in many parts of the UK. In summary;

- LLAS training was delivered by an expert trainer and is a reputable and the most comprehensive training scheme for landlords covering all aspects of private sector tenancy management.
- The LLAS was competitively priced, accreditation is 'free' for landlords, excluding the mandatory cost of the initial training course.
- LLAS has no membership fees or annual contracts
- Landlords will have to acquire Continuous Professional Development (CPD) points throughout the course of the scheme to become reaccredited. Obtaining these points will incur a financial cost for landlords who will have to pay for the additional training
- LLAS or UKLAP logos can be used when advertising a property to give prospective tenants confidence. The London Rental Standard badge can also be used after a landlord is accredited with LLAS.
- LLAS accreditation can help access to regional government landlord grants to improve conditions, fund energy efficiency improvements and bring empty homes back into use.
- Discounts may also be available from insurance companies, banks, building societies and suppliers.

Option 5: Property Accreditation in Geographical Hotspot

Develop a scheme conforming to any of the above options which targets specific properties within a specific area within the borough where there is;

- a perceived need,
- a demonstrable problem in terms of the physical condition of the properties or
- a detrimental consequence from poor management of tenancies.

The report has aforementioned private sector conditions intelligence that supports there are only some geographical pressure areas in Havering that may indicate the need for intervention in the form of accreditation.

There are some areas that have very low-level complaints regarding private sector property conditions however it must be considered that accreditation is voluntary and Havering Council can promote it on a borough wide scale to support best landlord practice without any expected significant additional costs or operational difficulty.

Main considerations for implementation of a Landlord Accreditation Scheme

Beneficial expected outcomes
The Topic Group agreed that landlord accreditation in general was an appropriate way to proceed with helping to improve, promote and maintain good conditions in the Private Rented Sector.

Havering was already a named supporter of the London Landlord Accreditation Scheme (LLAS) for example and as such, there will be no further joining process if this scheme was implemented. The step forward for Havering with any option it chooses to adopt will be to make the decision to increase awareness of accreditation amongst the local landlord community, allocate funding and begin promoting the scheme effectively through a variety of communication channels using a range of marketing methods. It is anticipated the Council could promote any scheme at a relatively low cost. It must then commit to hosting regular training with local landlords on a regular basis.

The Council can utilise the resources, support and knowledge offered through schemes such as the LLAS or other partnership schemes to support landlord accreditation in Havering.

In addition Havering could use the accreditation scheme as a way to establish better relations and knowledge with local landlords and then to link up with other initiatives such as property inspections to target particular issues in the private rented sector.

Havering Council could also provide a subsidy for landlords who wish to be accredited that are connected to Liberty Housing. This could potentially provide an incentive to join the service and, given the long term nature of accreditation, might increase Liberty Housing retention rates.

Disadvantages

Accreditation schemes are usually imposed on a voluntary basis so it must be considered there could be a low take-up rate of the scheme that may affect its operational longevity and cost effectiveness. Landlords may be likely to see the scheme as a large expense and as a time-consuming activity, considering the costs of attending regular additional training sessions should they wish to become

reaccredited at the end of the five year accreditation period. However for landlords of licensable HMO's a considerable discount is received.

Should they wish, landlords could pay minimal cost of initial training to become accredited and not attend any continuous professional development training. This then emphasizes the importance of the Council taking an ongoing promotional role in ensuring landlords attend the development courses.

A clear monitoring scheme will need to be established to ensure the effectiveness of any such scheme can be shown. This maybe a challenge however there are ways, for example logging whether landlords are on the scheme or not when receiving complaints of disrepair.

PROPOSAL 2: LICENSING SCHEMES IN HAVERING

Licensing can offer an improvement in the management practices of landlords and create a professional private rented sector that would encourage landlords to let properties for a longer term and in turn, tenants would receive a comprehensive management service.

Licensing can also provide an opportunity for the Council to work in partnership with landlords and agents. Improved knowledge in this area can help to maximise the use of privately rented properties to help meet a range of housing needs.

Under parts 2 and 3 of the Housing Act 2004 Local Authorities have the power to introduce a discretionary licensing scheme. There are two types of scheme the topic group can consider for implementation of a licensing scheme in addition to the mandatory licensing of large HMO's in Havering;

- Option 2A: Additional Licensing
- Option 2B: Selective licensing

The Government Guidance on setting a licensing designation; "Approval Steps for additional and selective licensing designations in England" defines the criteria for requiring additional or selective licensing under Section 8 of the Housing Act 2004 in a local authority as being:

> *"The area is experiencing a "significant and persistent" problem caused by anti-social behaviour and that some or all private landlords in the area are not taking appropriate action to combat the problem that it would be appropriate for them to take; and that the making of the designation, when combined with other measures taken by the LHA (Local Housing Authority), or by the LHA in conjunction with others, will lead to a reduction in, or elimination of the problem."*

An area is thought to be suffering from significant and persistent anti-social behaviour if the following factors are present:

- Crime: tenants are mistreating their property and engaging in vandalism, criminal damage, burglary, robbery/theft, car crime, etc.

- Nuisance Neighbours: intimidation and harassment of local residents; noise, nuisance and anti-social behaviour such as drinking and causing disturbances; prostitution; drug dealing and use within the surroundings of the property; animal related problems; vehicle related nuisance.

- Environmental Crime: tenants engaged in graffiti and dumping of litter and waste; nuisance vehicles; drugs paraphernalia; fireworks misuse in and around the surroundings of the property.

OPTION 2A: ADDITIONAL LICENSING

An Additional Licensing scheme requires all privately rented HMOs, which are located within a designated area, to be licensed, in addition to mandatory licensing schemes of large HMO's which have three storeys and are occupied by 5 or more people.

Additional licensing operates in the same way as mandatory licensing possessing the same legal status as well as penalties for non-compliance. Section 56 of the Housing Act 2004 allows councils to designate Houses in Multiple Occupation (HMOs) not covered by mandatory licensing of HMOs, and which are defined as HMOs that have 3 or more occupants living as 2 separate households (exemptions apply). This also applies for a 5 year period.

Havering Council could impose licencing of HMOs to increase its control over the remaining housing stock that is not subject to mandatory licensing.   This could be applied across the whole borough or targeted at a defined geographical area. We can do this if we consider that a significant proportion of these HMOs are managed sufficiently ineffectively so as to give rise to one or more particular problems, either for the occupants of the HMOs or for members of the public.

The overarching aim of such a scheme will be to enforce against landlords who persistently fail to comply with set property standards and unfairly put tenant safety at risk. Additional licensing can help to motivate landlords to raise the quality standards of the private rented sector, actively prevent poorly managed HMO properties from being available for letting and ensure the right improvements to HMO conditions are made.

Additional licensing can be used to ensure that

- Landlords of HMOs are fit and proper people
- Each HMO is suitable for occupation by the number of people allowed under the licence.
- The standard of management of the HMO is satisfactory.
- Higher risk HMOs can be identified and targeted for improvement.
- Where landlords refuse to meet these criteria the Council can take
- Enforcement action to improve the HMO.

- Vulnerable tenants can be protected.
- HMOs are not overcrowded.

Additional HMO licensing designation for a particular type of HMO, or for a particular area, Havering must;

> *(a) consider that a significant proportion of the HMOs of that description in the area are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public*
>
> *(b) Have regard to any information regarding the extent to which any codes of practice approved under section 233 have been complied with by persons managing HMOs in the area*
>
> *(c) Consider whether there are any other courses of action available to them (of whatever nature) that might provide an effective method of dealing with the problem or problems in question*
>
> *(d) That making the designation will significantly assist them to deal with the problem or problems (whether or not they take any other course of action as well).*
>
> *(e) Consult persons likely to be affected by the designation.*

Main considerations for implementation of an Additional Licensing Scheme

Houses of multiple occupation (HMOs) are amongst the more difficult to manage properties in the sector. In some HMOs the standards of management and living conditions can be poor. In addition the changes associated with converting homes into HMO properties are known to create interior and exterior property building design work that can come at a disruptive cost to the local neighbourhood. Havering Council can identify and engage with the less responsible private landlords who do not proactively manage their properties in consideration to the local community, nor address the unacceptable behaviour of their tenants by imposing preventative measures such as additional licensing.

The need for additional licensing is being considered by the topic group as Havering Council has experienced recent political campaigns in the borough that have caused public concern around the prevalence of houses of multiple occupancy (HMOs) particularly in Harold Hill. Additional licensing would seek to even the playing field by imposing licensing of HMO's in this area to ensure that landlords were complying with a set level of conduct and management. However it must be considered, geographical hotspot evidence collected by the Council would suggest the area with the most cause for concern over property conditions with private rented accommodation is not in Harold Hill but in Romford.

Additional licensing will enable the Borough to build on the success of the mandatory licensing scheme which has proven to improve the quality of HMO licensable stock and has reduced the number of rogue landlords. Additional licensing gives the

Council the ability to tackle issues not only in larger properties governed by mandatory HMO regulations but also smaller properties. It helps the Council to be able to monitor not just the management conditions of a HMO but also internal and external property conditions.

OPTION 2B: SELECTIVE LICENSING

Selective Licensing is proposed as a solution to problems of anti-social behaviour in particular areas where evidence suggests landlords are insufficiently managing their properties. Havering Council could therefore designate a specific area for a Selective Licensing scheme and impose that all private rented properties in that area be subject to licensing provision.

Through selective licensing the aim would be to prevent such issues from occurring which would in turn reduce levels of anti-social behaviour and disturbances to local residents. Licensing conditions include items relating to the management of the property, fire safety and antisocial behaviour

Main considerations for implementation of a Selective Licensing Scheme

Previous implementation of Selective licensing has demonstrated a number of key benefits. The physical condition, quality of management and quality of accommodation have all been known to improve following licensing, landlord accreditation and training; furthermore, some of these benefits can be observed over a short period of time after introduction. It supports the general private rented sector in one area or borough wide to make significant improvements to poor property conditions and management that had negative impact upon tenant behaviour.

Geographical hotspot evidence has shown that Havering only has a relatively high concentration of ASB complaints in two areas of the borough – Romford and slightly in Heaton. In all other areas of the borough, Havering does not have high concentrations of ASB housing related complaints.

In a number of case studies that have undergone the licensing process, the consultation process particularly for selective licensing has been extensively criticised and protested by landlords in a wide range of local authorities. This implies the crucial need for Havering Council to consider the public unrest a selective licensing scheme may cause. Selective licensing may have a negative impact on areas where licensing would be imposed as landlords are less inclined to acquire further properties in these areas and may even consider selling their property to set up elsewhere in the borough. In this sense growth and development of the private rented sector in licensable areas may be hindered. In addition it must be considered selective licensing is known to encourage landlords in these areas to increase rents to cover the licensing fees.

Case studies demonstrate the need for the Council to approach communication of licensing with different stakeholder groups in a considered and tailored approach that addresses the issue of bringing different interest groups together.

Case study: Croydon Council

<u>Background</u>
The London Borough of Croydon has implemented a borough-wide selective licensing scheme. As such, all private sector landlords require a license and have to meet the necessary criteria in order to hold a license.

Private renting in Croydon is becoming increasingly prevalent with approximately 30,000 privately rented properties in the borough. Alongside this it has seen a rise in poor quality homes, noise, litter, fly-tipping and anti-social behaviour which are often associated with poor property management.

<u>The consultation process</u>
Before the scheme was implemented a consultation took place with landlords, managing agents and other associations along with a wider public survey from November to December 2014. In addition to this a further 10 week consultation was carried out in order to gain feedback from neighbouring boroughs who could potentially face displacement of problems as a result of a borough-wide scheme. A number of options were considered as well as implementing a full scheme these included: implementing a partial scheme or the London rental scheme.

The consultation was based on opinions from 449 respondents (from October 2014); 91% of whom were landlords, 8% Agents and 3% those from other associations.

When asked whether they would support the introduction of selective licensing in the borough 84% of respondents stated "No" and 11% responded "Don't know", whereas just 5% said yes. 58% strongly disagreed that Croydon council should designate areas for selective licensing, 23% disagreed, 13% agreed and 6% strongly agreed.

<u>Property management:</u>
43% of respondents strongly agreed that landlords have a responsibility to have satisfactory management arrangements, which will include obtaining references for prospective tenants, 47% agreed, 5% disagreed and 5% strongly disagreed. Conversely, when asked to what extent they thought Selective licensing would ensure that all privately rented properties are well maintained and managed 66% strongly disagreed and 23% disagreed, with just 6% agreeing and 5% strongly agreeing. Therefore this implies that despite the majority of respondents perceiving landlords to have the responsibility for managing the property or ensuring that measures are in place, they do not see the Selective licensing scheme as a means of solution.

<u>Anti-social behaviour:</u>
23% of respondents strongly agreed that landlords should take reasonable action to tackle any nuisance or anti-social behaviour connected with their property, 57% agreed with the statement, 10 disagreed and 10% strongly disagreed. However, with respect to anti-social behaviour and selective licensing, 67% strongly disagreed that selective licensing would help to reduce anti-social behaviour, 25% disagreed whereas just 5% agreed and 3% strongly agreed. This indicates that although the majority of landlords see themselves as responsible for solving issues of anti-social behaviour with their tenants, Selective licensing is not the favourable solution.

Prestige and property prices:
Concerning prestige of the area, 65% strongly disagreed and 27% disagreed that Selective licensing would help make areas more attractive to potential renters, and so increase rental values and property prices. Just 6% agreed and 3% strongly agreed that this would be the case.

Benefits

- It is thought to help ensure crime and anti-social behaviour is dealt with effectively
- Reduce the number of rogue landlords
- Better management and property conditions

Disadvantages
The use of a blanket scheme has undergone criticism and many believe that selective licensing should only be used in areas suffering with high rates of anti-social behaviour and rogue landlords.

However, there were concerns that reducing a scheme to certain wards would cause displacement of problems where poorer landlords would rent properties in wards not covered by a licensing scheme.

Case Study: Newham Selective Licensing Scheme

Background:

- June (2012) - there was an estimated 40,000 private rented sector dwellings in Newham
- The scheme was a response to growing anti-social behaviour in the borough, the 'sheds with beds' phenomena, growing refuse and noise nuisances
- Failure of landlords to properly manage properties was considered the primary cause of such disturbances, such landlords may be considered 'rogue'
- Currently all local authorities in England were expected to deal with complaints concerning landlords. The methods to deal with 'rogue' landlords are thus varied
- Newham's privately rented property stock had a significant proportion of pre 1919 stock (44.9%), this stock require high maintenance in terms of repairs and management

The Scheme:

- Newham had become the first LA in England to implement 'mandatory' licensing as a method to "ensure that all privately rented properties were well managed" only certain properties are exempted according to the Housing Act.
- Those landlords that do not get a licence may be subject to a fine of up to £20,000. They may have their properties taken away from them and they may even be expected to repay rents to tenants.

- Applicants for a licence must be considered 'fit and proper' meaning they must disclose any criminal record that they have.
  - committed any offence involving fraud or other dishonesty, violence, drugs and certain sexual offences
  - practised unlawful discrimination on the grounds of sex, colour, race, ethnic or national origins or disability in connection with any business
  - Contravened any provision of the law relating to housing or landlord and tenant law.
- Fees are only allowed to cover the cost of the Council administering the licensing scheme. They start from around £500 (with an early sign up special offer £150)
- Landlords require one licence for every property they own, meaning this can be a costly affair for those with many properties in the borough.

The Scheme implemented:

- Newham had issued around 32,000 licences'
- Newham had taken 282 prosecutions against landlords renting unlicensed properties' (also for breaches in management regulations)
- Newham have 'issued 145 simple cautions'
- Newham have 'recovered £404,000 in unpaid council tax (directly from information generated by licensing)'
- Activity was focused on 'chasing those that have not licensed'
- Landlords generally register themselves and inspect their own properties
- Landlords were able to pay £150 for a five year license if they applied before 1 January 2013, and £500 if they registered after 1 January

Benefits:

- The scheme was purported to bring into line landlords, making them proactive meaning they can better manage their tenants and properties. This ought to reduce:
  - anti-social behaviour
  - noise nuisances
  - sheds with beds'
  - refuse growth not being checked

- This Scheme was profitable, licences are required for every property and as such it can be assumed that at the very least £4,800,000 has
been generated since the inception of the scheme with the (150 x 32,000, or the minimum the scheme was available for x the estimated number of licences issued). It can be detracted that the estimated cost of the scheme to implement was £329,000 (estimated June 2012) though none of these numbers are confirmed it can used to provide evidence that the scheme, at least in Newham, has proved profitable.

Disadvantages:

- There is a question mark as to whether the scheme is having the desired effect. The operation may simply be a 'desktop exercise'
- The Scheme in a sense is not ensuring that there is a rise in the quality of housing throughout the borough it inspects properties only when the landlord did not volunteer or a complaint is made. Could other schemes or an alteration to the scheme better achieve the aims of the scheme
- It is unclear if the scheme is actually combating 'rogue landlords' as they prey on tenants that are most uninformed about their rights. It may actually be frightening off prospective 'good' landlords.

Summary and Considerations:

The Topic Group noted that the scheme:

- was response to growing 'rogue landlords' in Newham
- was fully operational in Newham and was focused on chasing those that have not licenced
- raises capital
- could be considered a 'desktop exercise'
- Would different schemes perhaps better address the problems associated with poor landlord management
- Would the scheme have the same relevance in Havering as Newham? Newham's private rented housing pre 1919 stock is at around 44.9% whilst Havering's is at around 6.7%. What this means is that Newham landlords have to contend more often with issues such as damp in 19th century housing which is less common in Havering. It also means that landlords have a more challenging job maintaining housing and as such need to be monitored more.

Recommendations

Initial investigations brought forward for Topic Group discussion has identified that there are six possible solutions that can be considered for future implementation

1. Introduce a borough wide Landlord Accreditation Scheme across all of Havering

2. Introduce additional licensing for HMO's in specific areas of Havering where current activity and evidence suggest the need for Council intervention

3. To note that the Council is collating data about HMO's in Havering to develop a stronger evidence base to support decision making on the introduction of additional licensing and Article 4 Direction

4. Introduce selective licensing for the Private Rented Sector in specific areas of Havering where current activity and evidence suggest the need for Council intervention

5. To note that the Council will collate data about the Private Rented Sector in Havering to develop a stronger evidence base to support decision making on selective licensing

6. That staff will update the Towns and Communities Overview & Scrutiny Sub Committee on any matters arising since publication of this report

A Landlord Accreditation Scheme across all of Havering would have the key benefits of providing opportunity to collaborate in partnership with other agencies and local authorities in supporting the growth of the local private rented sector. In addition it will help the Council to build positive relationships with landlords, better understand their needs and break down barriers between landlords and local authorities that will result in an improvement in the quality of housing stock.

Extending the application of an accreditation scheme on a borough wide basis across all of Havering has been discussed as having a beneficial impact for the Council to be seen to be operating a fair approach to supporting the general development of all private sector landlords in tenancy and property management. The scheme has been discussed to having little operational difficulty to implement as partnership working can be used to support the scheme. The scheme is also likely to be a low cost solution for the Council to implement. The main concern is the effect a voluntary scheme could have upon take-up by local landlords however this report recommends if marketing approaches promote the scheme effectively, this risk will be mediated.

Two licensing recommendations have been debated as potential solutions to improving the quality of the private rented sector by placing regulatory control on local landlords.
Whilst current evidence suggests that a borough wide application of licensing is a radical and perhaps unnecessary measure, there is evidence that supports licensing

to be applied on a selective basis in some areas of the borough that are causing concern.

Recent campaigns that have protested against the occurrence of HMO's in certain areas of the borough have sparked interest into whether conversions from family homes are being completed to the correct standard. Whilst this evidence suggests the pressure area is in Harold Hill, the Council's evidence towards Romford as having the highest need for intervention.

The Council can look into collating further evidence to support the need for additional and selective licensing in selected areas that can help to form a stronger evidence base for decision making.

ACKNOWLEDGEMENTS

During the course of its review, the following officers assisted the Topic Group: Martin Pereira Housing Strategy Manager, Louise Watkinson Environmental Protection & Housing and Martin Grant, Private Sector Housing Specialist.

Financial Implications and Risks:

None

Legal Implications and Risks:

None

Human Resources Implications and Risks:

None

Equalities and Social Inclusion Implications and Risks:

None

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Background Papers List

None

Appendix A: Recorded Housing Disrepair issues

Data from 2010-2013 highlights wards which have the highest concentration of combined housing disrepair issues in privately rented accommodation. 753 cases of combined housing disrepair complaints have been mapped. The red hotspots within this density map represent the highest concentration of recorded issues. As can be seen, Havering has wards which have very low levels of complaints on Housing disrepair, such as Rainham, Upminster, Hylands, Cranham and Emerson Park. In contrast, Romford Town, Rainham and Brooklands have higher concentrations of recorded complaints regarding housing disrepair issues.
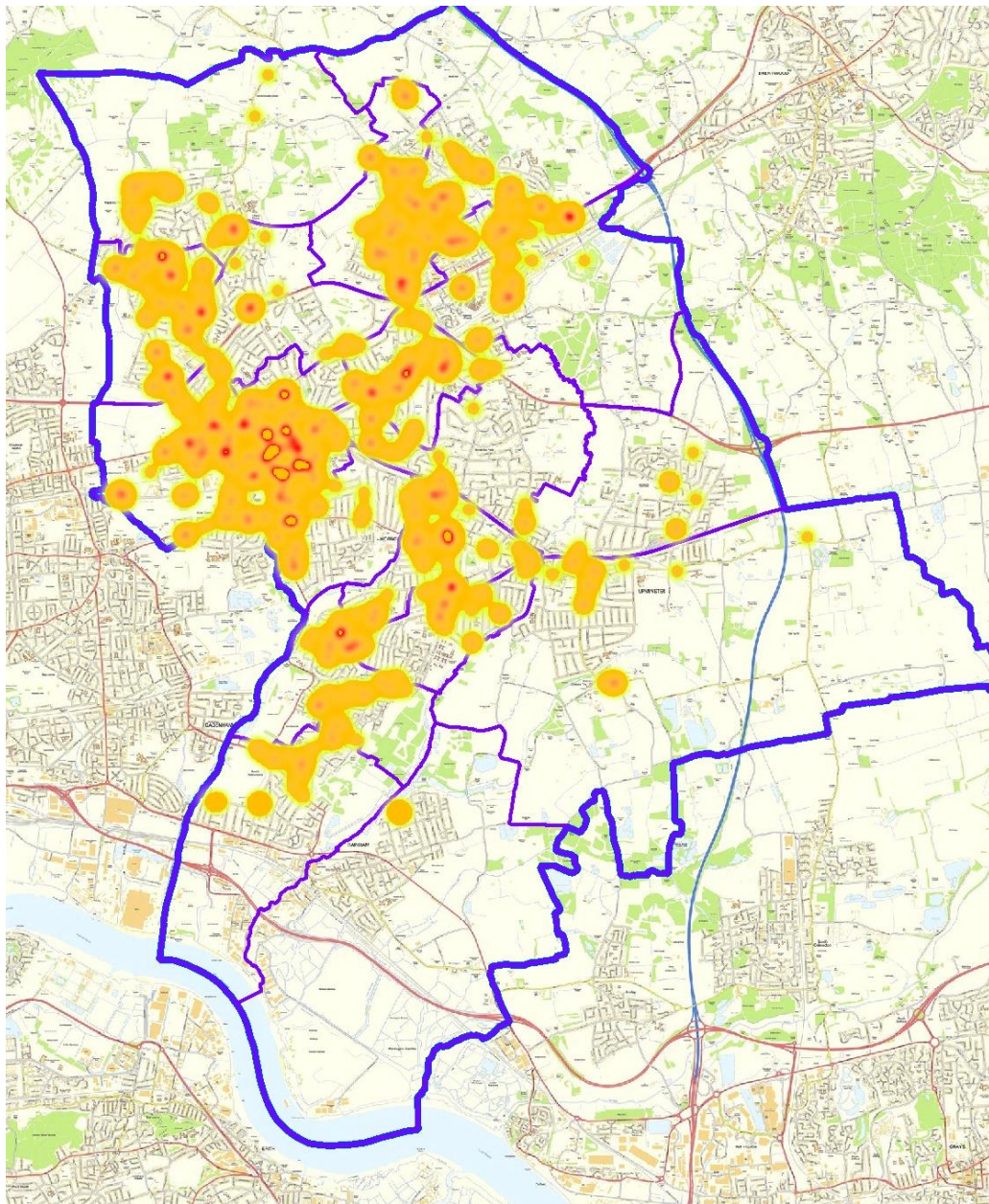
Appendix B: ASB Recorded Complaints

This density map highlights hotspots where the Council has logged complaints on Anti-Social Behaviour. As can be seen, throughout Havering there are fairly low levels of recorded ASB however trends indicate there are high incidents in Romford and a slight concentration surrounding Heaton, progressing into Gooshays.

ASB Calls Per 100m Grid (2012-2014)

■ (red)	78 to 296	(24)
■ (orange)	24 to 78	(176)
■ (yellow)	8 to 24	(346)
■ (green)	1 to 8	(598)
□ (white)	0 to 1	(4466)
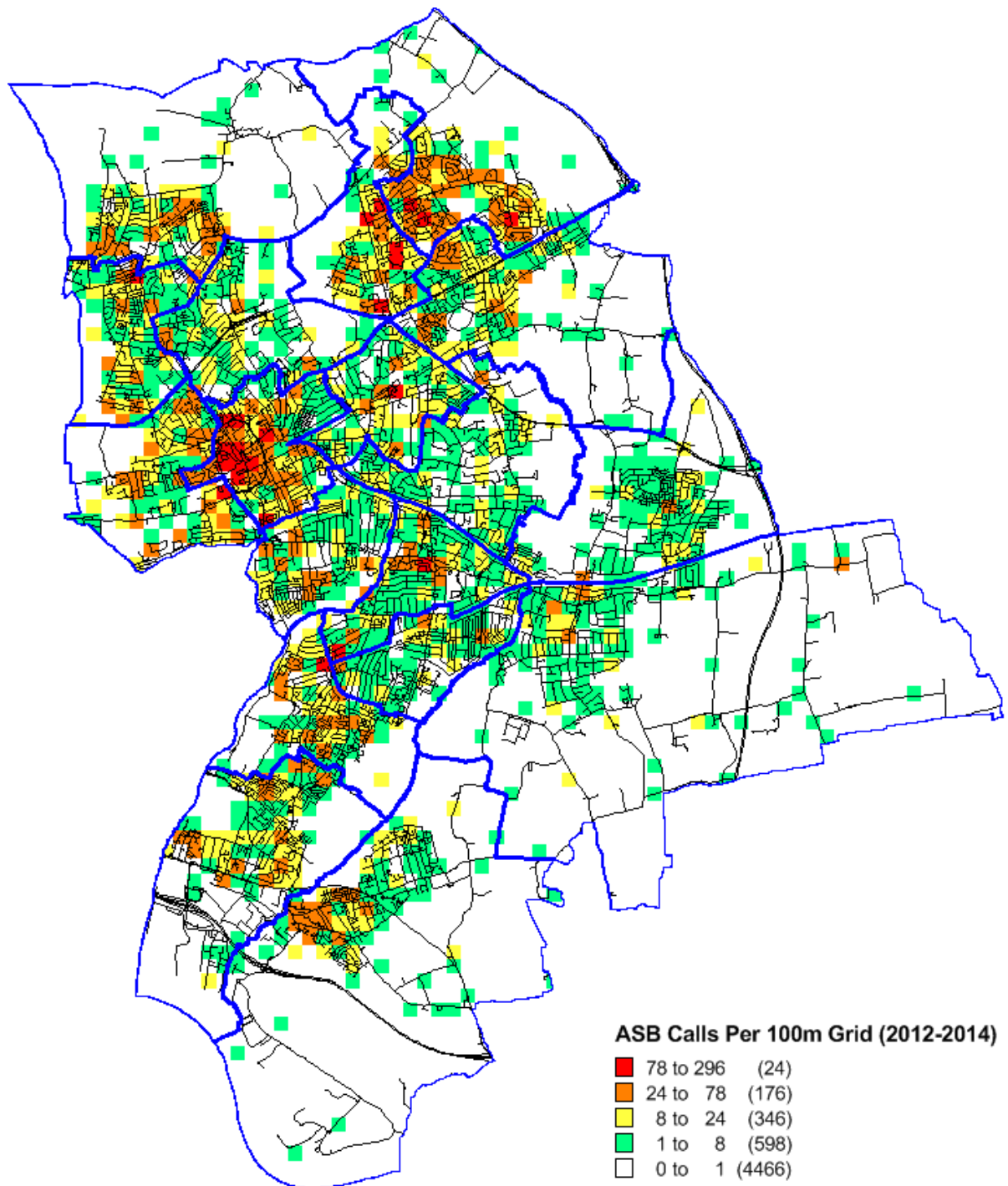
Appendix C: Noise Recorded Complaints

This density map colour codes according to the prevalence of noise complaints within wards. Yellow colour code highlights wards which have the highest concentration of noise complaints that have been recorded over 2011-2015. As can be seen these wards are Romford Town and Brook lands, followed by Upminster and Gooshays.
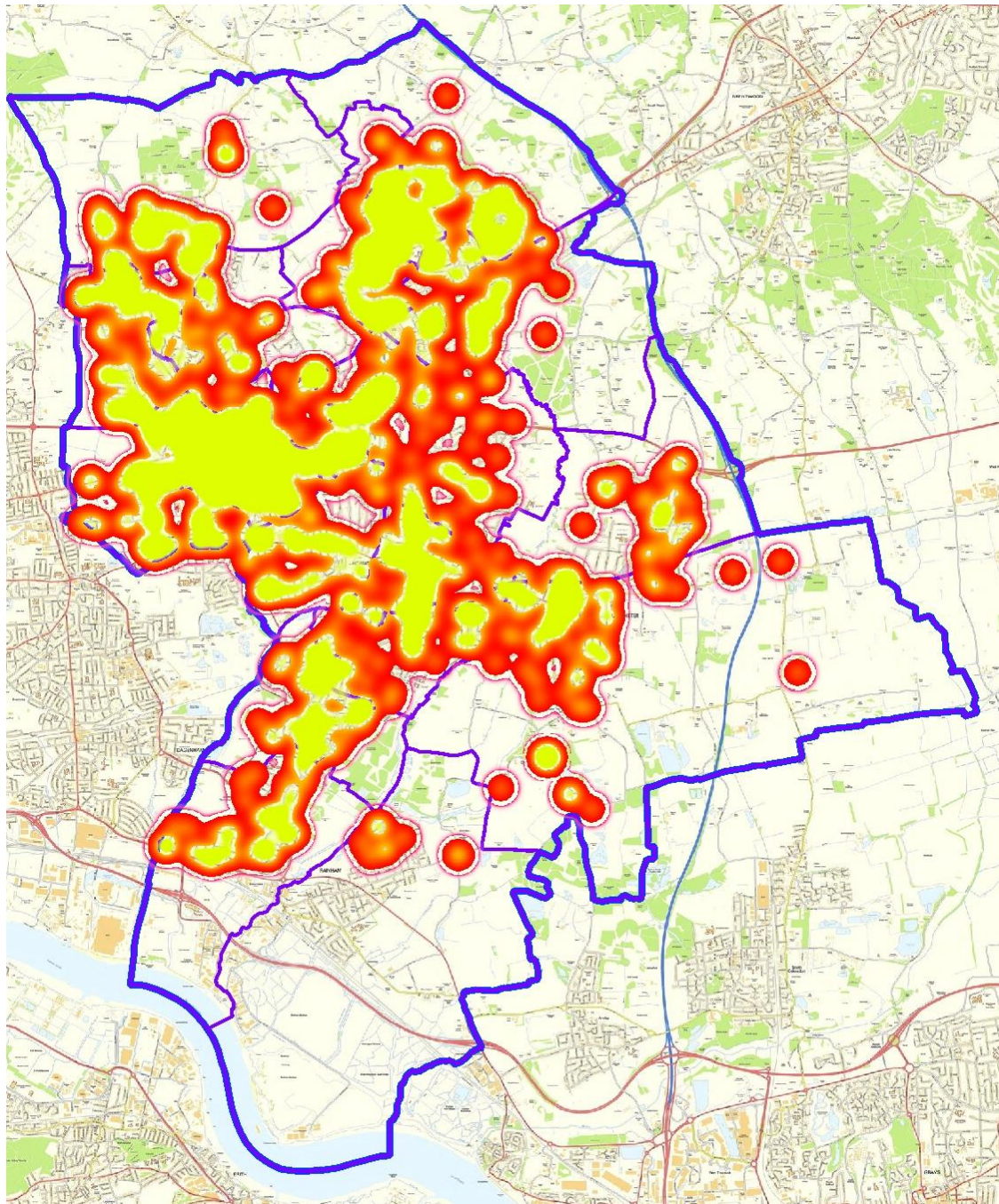
**Towns & Communities Overview and Scrutiny Sub-Committee
Summary of work undertaken 2014/15**

This report is the annual report of the Committee, summarising the subcommittee's activities during the past Council year.

It is planned for this report to stand as a public record of achievement for the year and enable members and others to note the Committee's performance.

$$\boxed{\textbf{RECOMMENDATIONS}}$$

1. That the Committee note the 2014/2015 Annual Report and authorise the Chairman to agree the final version for Council.

2. That the Committee agree the report be referred to full Council.

Introduction to Overview and Scrutiny – At its July 2014 meeting the subcommittee received a presentation giving an insight into how Overview and Scrutiny worked in Havering. The difference between Executive decision and those made by the Council. That Overview and Scrutiny was the function by which Council decisions, or indeed any actions taken in connection with Council functions, can be reviewed and/or scrutinised. The factors for successful scrutiny Topic Groups were outlined and it was noted that the more tightly and realistically framed that the recommendations are, the more likely they are to be adopted/ implemented.

Introduction to service areas within the Committee's remit – Members received presentations on the services within the remit of subcommittee. These included all services covered by Culture and Leisure, Regulatory Services, Housing and Community Safety. The Head of Services outlined their respective services objectives and how the services operated in order to meet these objectives.

The Head of Service, Culture & Leisure explained that the services main objectives were to transform lives through participation in, and enjoyment of culture.

The subcommittee was informed that the Corporate Policy & Diversity team provided support to the new administration in developing the Council's priorities and strategic plans for the future. The team's responsibilities also included maintaining the corporate performance framework and developing the 'Corporate Brain' intelligence function. Other services within Corporate Policy and Community Manager Team included the Community Engagement and Energy Strategy Team.

The Head of Homes and Housing outlined the service area to the subcommittee. Members were informed that Homes & Housing Services comprised of 256 permanent staff and an additional 40 agency staff. That the service had the responsibility to manage all Council homes that consisted of:

- 9,938 social rented homes
- 2,260 leasehold properties
- Let 616 homes last year
- Spent £31m capital programme

The Head of Regulatory Services introduced the service area to the subcommittee detailing that the operational framework of the Regulatory Services was to carry out statutory based duties and powers. The teams provided an advisory, operational and enforcement function whilst working with a strong legal base to support activities of the respective teams.

At its meeting in September 2014, the Head of Economic Development Services. outlined the services objectives and how the service operated in order to meet these objectives. The subcommittee was informed that the service had a five year target part of which was to deliver Romford 2020 as an increasingly vibrant and prosperous Town Centre.

Work Programme - The Committee agreed to set up the following two Topic groups:

1. Social Inclusion in relation to future development to meet the needs of the diverse community
   The Group comprised Councillors Alex Donald, Steven Kelly and Linda Hawthorn.

It was later decided not to undertake the scrutiny review on the above subject matter.

2. Landlord Accreditation Scheme
   The Group was to be led by Councillor Jason Frost with Councillors Jody Ganly and Linda Hawthorn as members.

The Landlord Accreditation Scheme Topic Group report is to be considered by the subcommittee at the 22 April meeting.

Councillor Guide on Fire Safety - At its meeting in September 2014, the subcommittee received a briefing from the Director of Property Services, Homes & Housing on the briefing information on Councillor Guide on Fire Safety. The subcommittee was informed on the steps that Homes & Housing had taken to ensure safety of council residents in LBH properties.

The subcommittee was informed that the Homes & Housing had developed a Fire Action plan since the release of the findings ensuring a random check of windows in council is carried out.

Housing Capital Programme & Contractor Performance. At the request of the subcommittee, Members received a presentation on that detailed the programme context of the housing capital programme. The Capital Programme 2014 – 15 was in

the second and final year of the programme to deliver decent homes from the decent homes grant. The Committee was informed that at the completion of the 2014/15 programme, the decent homes grant would result in a level of 97% decency council homes in the borough.

Presentation on the Licensing Strategy At its meeting in October 2014, the subcommittee received a presentation on the Licensing Strategy from the Public Protection, Licensing and Health and Safety Divisional Manager. This presentation provided an opportunity for the Committee to be informed on the reshaped Licensing Strategy and the proposed consultation of the Statement of Licensing Policy.

The Committee was informed that the decision to develop a strategy originated from the Havering Night Time Economy costs and benefits report in 2010.

The draft strategy was consulted and the final strategy was adopted by Full Council on the 26 March 2014.

The Committee was informed that the Statement of Licensing Policy was a statement of how the Licensing Authority was going to consider licence applications in the borough. The policy had to be renewed every five years and a new policy would need to be produced next year in order to be in place for January 2016.

The Committee was informed that the new policy would need to drafted, published and circulated for consultation to all premises, stakeholders, Members and resident of the borough who would like to have some input in developing the draft policy.

Following the presentation, Members agreed to form a joint working topic group with members of the Licensing committee to develop the draft policy that would be circulated.

The Committee noted that the Councillors Linda Hawthorn, Jason Frost, Frederick Thompson and Lawrence Webb would be joining selected Members from the Licensing Committee to form a working group.

Presentation on London Enterprise Panel   At the request of the Committee, the Head of Economic Development, Culture & Community gave a presentation on the London Enterprise Panel (LEP).

Members gathered that part of the LEP Growth Deal, an initiative "London New Homes Bonus" (NHB) was to fund the Growth Deal. The presentation detailed the following programme that the service identified would provide maximum growth as part of the Growth Deal Project

- Romford Town Centre
- Supporting retail businesses
- Havering business incubator hub
- Care Havering
- Build Havering
- Renewable energy investment

The subcommittee was informed that the service was looking to agree final allocations for each project area (to new total of £1.369m). Following this, the next action plan was to develop delivery plans for each of the six project areas for a prompt start on 1 April 2015.

The following preparatory works were outlined to the subcommittee:

- Romford Market Review (May 2015).
- Business and landlord engagement in Romford (Jan 2015)
- Recruitment of a Romford Growth Manager (April 2015)
- Market shaping and business development research into the local care and support   market (March 2015)
- Number of renewable energy feasibility studies (March 2015)

Council Continuous Improvement Monitoring – Progress of three cabinet reports – In accordance with the Council's Continuous Improvement Model the subcommittee received updates on the following reports in January 2015:

In accordance to the Council's Continuous Improvement Model, the Committee received a presentation update on the Revised Housing Allocation Scheme and Tenancy Strategy

The Committee was informed that the report that went to Cabinet detailed a revised Allocations Scheme covering the eligibility for, and letting of, council housing in the borough. The revisions take account of the new freedoms and flexibilities afforded local authorities with regard to the letting of council homes brought in by the Localism Act 2011. The revisions had been informed by a thorough and detailed consultation with residents who were likely to be affected and stakeholders both within and outside the Council.

In accordance with the Council's Continuous Improvement Model, the Committee received a presentation update on the Housing Revenue and Capital Budget.

The Committee was informed that since 2012 the position of the Housing Revenue Account (HRA) had been different from previous years because of Self Financing HRAs. The HRA remained a ring-fenced account that was used to manage the Council's own housing stock. The proposed budget enabled the Council to manage the stock to a reasonable standard and to deliver the next phase of the Council's Decent Homes Programme. It further set rents, service charges and other charges for Council tenants for the year 2013/14.

The Committee was taken through some slides that outlined comparisons in income from the Housing Revenue Account in 2013/14 and 2014/15. Expenditure from the Housing Revenue Account 2013/14 and 2014/15 were also detailed.

The Committee was informed of the following issues for the HRA in 2014 – 2015, that were Rents & Service Charges related:

- He rent increase was 5.9%
- Average rents were now £90.80 although these were still the lowest in London
- Rents on empty properties went straight to target rents and this had generated an extra £0.5m this year
- Service charges covered costs

The presentation identified the following area of growth in 2014 – 2015 for the HRA

- Affordable Housing Team
- Mobility and under occupation programme
- Queen Street Villas
- Contribution to the capital programme, and completion in 2014/15

At its meeting in January 2015, the subcommittee received a presentation update on the Culture Strategy.

The subcommittee was taken through the Culture Strategy 2012-2014 and the updated on the progress against the Action Plan. The subcommittee was informed that the Culture Strategy was driven by a very simple ambition: "To transform lives through participation in, and enjoyment of culture"

The Strategy was based on the following objectives:

- Objective 1: Health and Wellbeing - Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in sport and Physical Activity and accessing the natural environment

- Objective 2: Learning and Development - Support learning opportunities for all, by enabling people to take part in new activities, ensuring development pathways are in place and providing access to coaching, officiating, leadership and club development training

- Objective 3: Towns and Communities - Enriching our towns and communities, through investment and engagement in culture, and delivering a high quality, safe, pleasant, visually interesting landscape and townscape for our residents.

The subcommittee noted that the following progress against the Action Plan from each of the objectives.

- 31 actions had been achieved (65%)
- 13 actions partially achieved (27%)
- 4 actions not achieved (8%), but 1 of these was because the action was no longer required.

Corporate Performance Reports 2014/2015 In accordance with the Council's Continuous Improvement model the subcommittee received a quarterly report that set out the Council's Corporate Performance Indicators.

At its meeting in September 2014 the subcommittee received details of service performance information for 2013/14 Quarter 4 and 2013/14 Annual reports and on October 2014 the Quarter 1 2014/15 report. The report provided Members specific performance indicators that related to the work area the committee.

Havering
LONDON BOROUGH

CABINET
10 December 2014

Subject Heading:	**Corporate Performance Report Quarter 2 (2014/15)**
Cabinet Member:	**Councillor Clarence Barrett**
CMT Lead:	**Andrew Blake-Herbert**
Report Author and contact details:	Charlene Adutwim, Corporate Performance and Projects Officer charlene.adutwim@havering.gov.uk 01708 434269
Policy context:	The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 2 (2014/15).
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:	Six overview and scrutiny committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, Towns and Communities) and the Overview and Scrutiny Board

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 2014) 2014/15, against the five Living Ambition Goals of the Corporate Plan (Environment, Learning, Towns & Communities, Individuals and 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 2013/14[1]

- **Amber** = more than 10% off the Quarter 2 Target and where performance has *improved or been maintained* compared to Quarter 2 2013/14.

- **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 2014/15 with performance in Quarter 2 2013/14. A green arrow (⬆) means performance is better and a red arrow (⬇) signifies performance is worse. An amber arrow (➡) means that performance is the same.

Quarter 2 2014/15 - Performance Summary
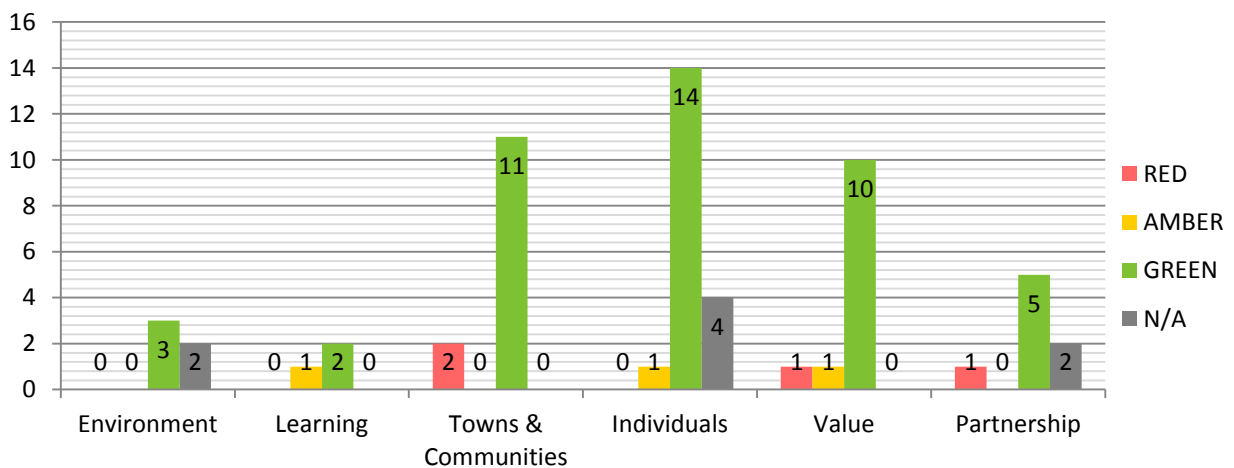
60 Corporate Performance Indicators are measured quarterly and 52 of these have been given a RAG status. In summary:

- **45 (87%)** have a RAG status of **Green**; compared to 75% in Q2 2013/14.
- **7 (13%)** have a RAG status of **Red** or **Amber**; compared to 25% in Q2 2013/14.

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[1] With the exception of 'Percentage of National Non-Domestic Rates (NNDR) collected' and 'Percentage of council tax collected ' where the tolerance is 5%

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RECOMMENDATIONS

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

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REPORT DETAIL

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Environment – to ensure a clean, safe and green borough

1. The Council continues to make Havering an even more pleasant and safe place to live, work and visit. There has been a reduction in the number of fly tip incidents with 1,462 reported between April and September 2014 compared to 1,750 during the same period last year. Similarly, the most recent data provided by the East London Waste Authority (ELWA) shows that between April and June 2014, over a third of household waste (36%) was sent for reuse, recycling and composting.

Learning – to champion education and learning for all

2. We are dedicated to working with schools and the further education sector to promote first class learning opportunities for all. The number of apprentices (aged 16-18 years) recruited in the borough exceeded target with 420 reported in the second quarter of the last complete academic year (2013/14). This is better than target (342) and the previous year (391).

Towns & Communities – to provide economic, social and cultural opportunities

3. We continue to regenerate our towns and communities and strive to ensure affordable homes are provided for local people. Between April and September 2014, the percentage of major (76%), minor (66%) and other (88%) applications processed on time were all been better than target and better than the previous year. Similarly, the percentage of appeals allowed against refusal of planning permission (24%) was lower than target, demonstrating a good application of government guidance.

4. The percentage of repairs completed on time has remained consistently within target tolerance during 2013/14, however, only 79% of repairs were completed on time between April and September 2014. The contractor is new to the provision of this service and additional trade operatives have been employed to increase productivity, which has seen a steady increase in August and September 2014.

H2: Percentage of repairs completed on time

Trend data key

Bigger is better

2013/14 Target

2014/15 Target

Target tolerance ("Bigger is better")

91% 89% 88% 88% 81% 79%

2013/14 Target (90%) ——— 2014/15 Target (90%)
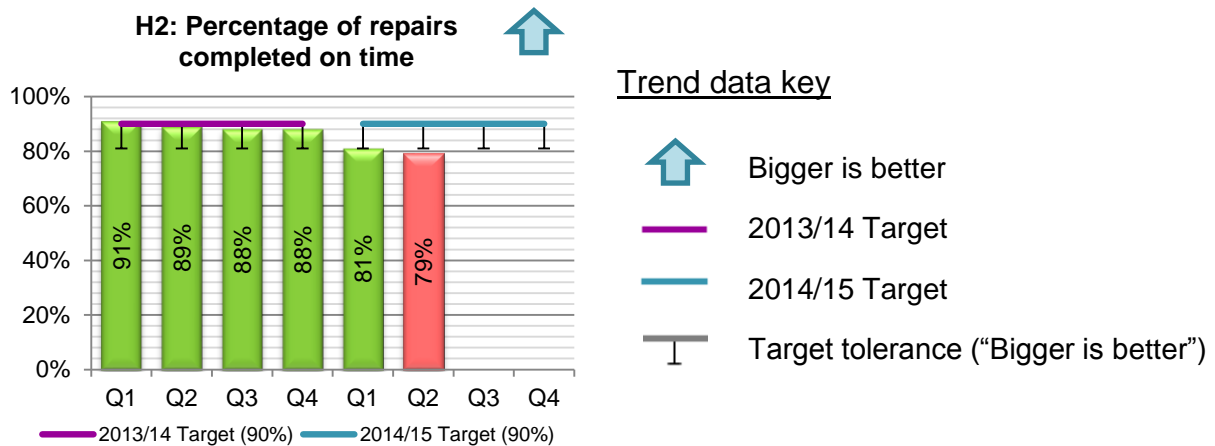
5.   By contrast, the average void to relet time has remained consistently worse than target during 2013/14, which led to a revised target for 2014/15. Performance briefly fell within target tolerance, however, between April to September 2014 this worsened with an average void to relet time of 30 days. While the total number of voids in the stock is reducing, issues with resourcing have been identified and Homes & Housing management are reviewing all activities associated with re-letting properties.   We are also piloting an approach where tenants bidding for houses are asked to take properties "as seen" with works to follow on occupation.

H3: Average void to relet time (days)

Trend data key

Smaller is better

2013/14 Target

2014/15 Target

Target tolerance ("Smaller is better")

27 27 28 28 27 30

2013/14 Target (22) ——— 2014/15 Target (25)
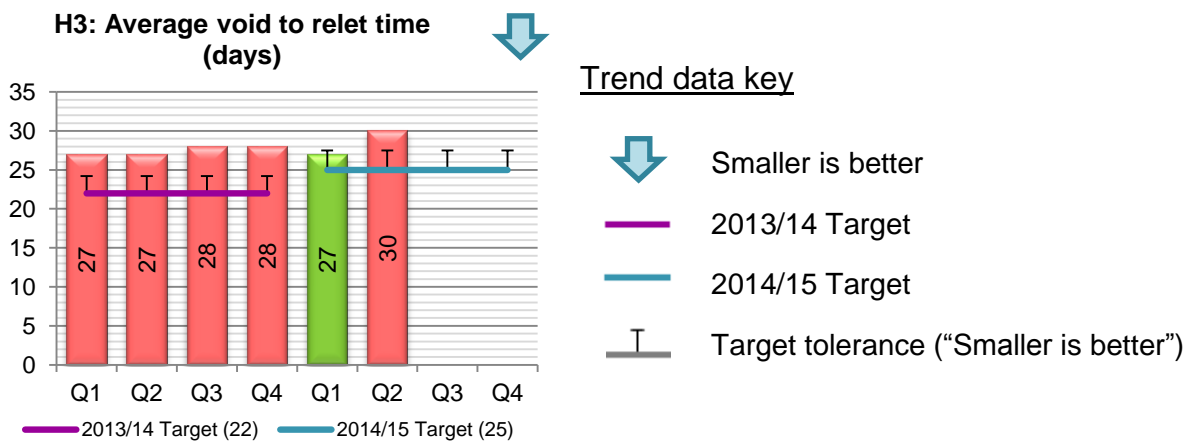
Individuals – to value and enhance the lives of our residents

6.   The Council has improved services for the Borough's most vulnerable families and children, focusing on early intervention to improve wellbeing. Between April and September 2014, the demand for permanent admissions to residential and nursing care homes increased. Despite this, the rate of 18-64 year olds (3.4) and 65+ year olds (265.5) improved on the same period last year. The rate of delayed transfers of care from hospital was also better than target for those attributable to Adult Social Care and Health (1.6) and Adult Social Care only (0.6) with only 3.5% of people requiring an ongoing service after reablement.

7. The number of Looked After Children (LAC) with stable placements has increased with 81% of placements lasting for at least two years. There has also been an increase in the number of in-house foster carers and extensive recruitment activity continues to target foster carers for teenagers. The number of children on Child Protection plans for more than two years has decreased to only 4.1% with no children going back on a plan within two years.

Value – to deliver high customer satisfaction

8. Providing efficient and effective services while maximising funding for the Borough is central to the Council achieving its goals. Between April and September 2014, the percentage of corporate complaints completed within 10 days (87%) and escalated to Stage 2 (5.3%) were better than target and the same period last year. Similarly, over 90% of customers were satisfied with the Contact Centre and call abandon rates were lower than the previous year at only 10%. The percentage of Council Tax collected during this period was on target at 58% with £72.4m collected compared to £71.0m last year. The speed of processing new claims (18 days) and changes in circumstances (13 days) were also significantly better than target.

9. The sickness absence rate per annum per employee is reported over a rolling 12-month period to account for seasonal fluctuations. Performance has remained consistently below target, however, has improved in the last two quarters. HR are continuing to work with Heads of Service to maintain momentum and proactively manage sickness cases.

CI1: Sickness absence rate (days)

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
8.8	9.3	9.7	10.5	10.4	10.1		

2013/14 Target (7.6)   2014/15 Target (7.6)

Trend data key

Smaller is better

2013/14 Target

2014/15 Target

Target tolerance ("Smaller is better")
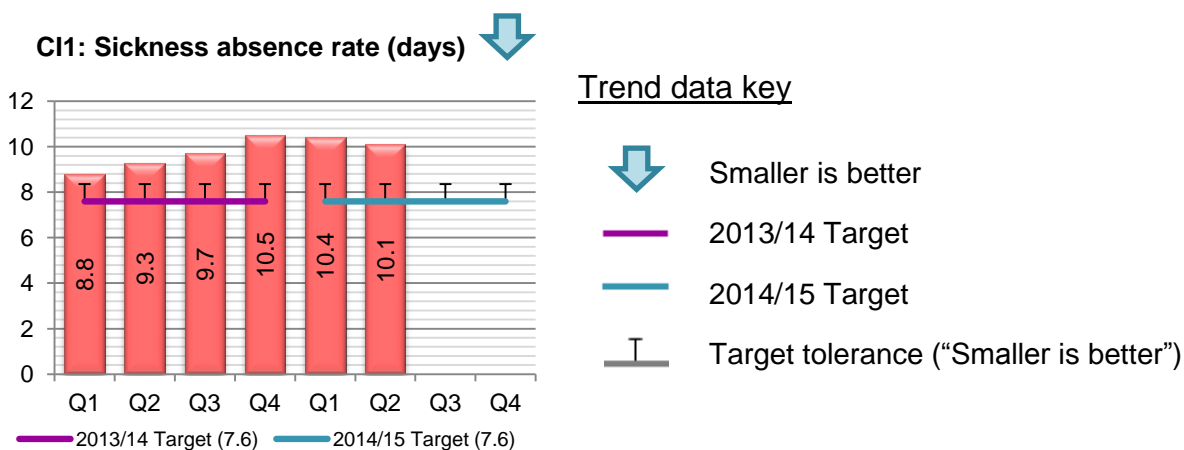
Partnership Indicators

10. There are a number of indicators where the Council are not solely responsible for the target or performance. For example, the number of burglaries reported between April and September 2014 has improved (852) compared with the same period last year. This is currently exceeding the target set by the Mayor's Office for Policing and Crime (MOPAC) to reduce offending by 20% by March 2016.

11. The percentage of NHS Health Checks received in 2013/14 has remained consistently above target in 2013/14. This worsened in 2014/15 and performance this quarter (18%) is below target and worse than the previous year (24%). To date, 2,441 people have received an NHS Health Check; 276 fewer than in 2013/14. Underperformance will be addressed by developing a cluster arrangement with GPs, putting in place improvement plans for GPs that are underperforming, attending nurse and practice manager meetings as well as developing marketing materials.
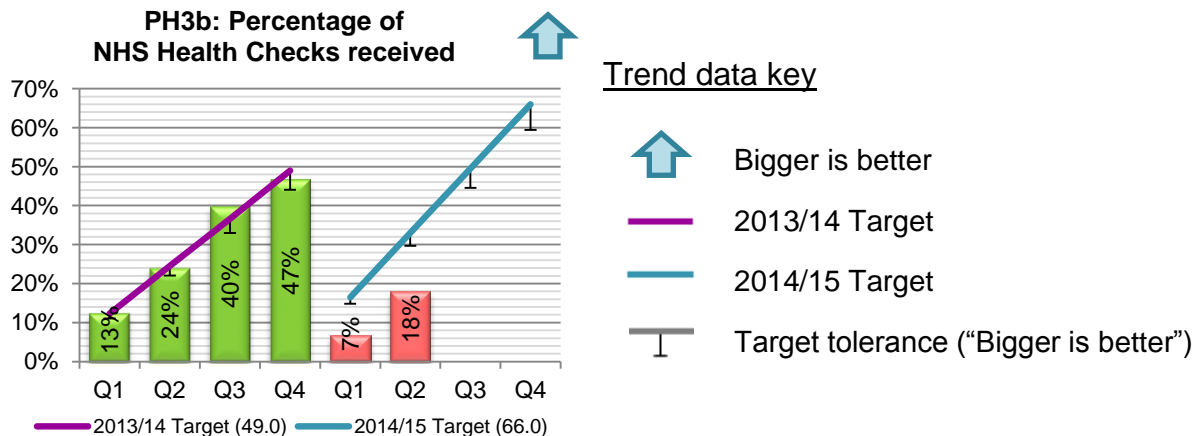
12. The full Corporate Performance Report for Quarter 2 (2014/15) is attached as **Appendix 1**.

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.

Human Resources implications and risks:

The oneSource HR Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence. Resilience Training is being made available to managers and staff by the oneSource Health & Safety Service and all managers are in the process of completing the Management Development Programme to develop the relevant skills.

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.

Equalities implications and risks:

The following Corporate Performance Indicators rated as 'Red' could potentially have equality and social inclusion implications for a number of different social groups, if performance does not improve:

- **H3** – Average void to re-let times

- **PH3b** – Percentage of eligible people receiving an NHS Health Check

- **CI1** – Sickness absence rate per annum per employee

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

BACKGROUND PAPERS

The Corporate Plan 2011-14 and 'Plan on a Page' 2014-15 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: Quarter 2 Corporate Performance Report 2014/15

Cabinet (10th December)

Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 10% of the Quarter 2 Target[1]	⬆	Performance is better than Quarter 2 2013/14
Amber	More than 10% off the Quarter 2 Target and where performance has *improved or been maintained* compared to Quarter 2 2013/14	➡	Performance is the same as Quarter 2 2013/14
Red	More than 10% off the Quarter 2 Target and where performance has *not improved* compared to Quarter 2 2013/14	⬇	Performance is worse than Quarter 2 2013/14

	Corporate Plan Indicator

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
SC01	Residual household waste (kg) per household	Smaller is Better	640kg	169kg (Q1)	173kg (Q1)	166kg (Q1)	⬇	Data comes from the East London Waste Authority (ELWA) and lags by 6-8 weeks. The most recent data (Q1) shows that performance (173kg) is within target tolerance and worse than the same period last year (166kg).	Streetcare
SC02	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36% (Q1)	37% (10,204 of 27,602) (Q1)	36% (9,521 of 26,252) (Q1)	⬆	Data comes from the East London Waste Authority (ELWA) and lags by 6-8 weeks. The most recent data (Q1) shows that performance (37%) is better than target and better than the same period last year (36%).	Streetcare

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[1] With the exception of 'Percentage of NNDR collected' and 'Percentage of Council Tax collected' where the tolerance is 5%

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
SC07	Total number of fly tip incidents	Smaller is Better	3,500	1,750	1,462	1,953	⬆	There has been a reduction in the number of fly tip incidents with 1,462 to date compared to 1,953 fly tip incidents by the same point last year.	Streetcare
SC05	Percentage of missed collections put right within target	Bigger is Better	93%	93%	Not available	Not available	N/A	The outturn for this indicator is not currently available. Serco took over the contract from Biffa in Q2 and their performance has not been captured correctly due to a system error. We are working with the respective ICT teams to resolve the issue.	Streetcare
SC04	Parking income against budget (£)	N/A	£3,964,420	£1,982,210	£1,761,920	£1,746,566	N/A	This indicator is for information only and so a Value, Direction of Travel (DOT) and RAG rating are not included. Car parking income for the quarter is lower than target and more than the same period last year.	Streetcare

Learning - to champion education and learning for all

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
LA1	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	600	342 AY 2013/14 (Q2)	420 AY 2013/14 (Q2)	391 AY 2012/13 (Q2)	⬆	Outturns for this indicator refer to the last complete Academic Year (2013/14). Performance this quarter (420) is better than target and better than the same period last year (391).	Learning & Achievement

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
LA6	Percentage of Early Years providers (PVI settings and childminders only) judged Good or Outstanding by OFSTED	Bigger is Better	75%	75%	76%	77%	⬇	Performance this quarter (76%) is better than target due to the continuation of efficient processes which ably support PVI settings and child minders to achieve an Ofsted grading of good or above.	Learning & Achievement
(ex) NI117	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	4.0%	4.0%	4.9%	4.9%	➡	Participation levels of the resident cohort of young people (years 12-14) remains high with 4.9% not in education, employment or training (NEET). Performance has been maintained at the same level as last year (4.9%). Quarterly fluctuations are expected due the currency rules, which result in young people being designated as NEET until they have their destination confirmed.	Learning & Achievement

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CL2	Number of library visits (physical)	Bigger is Better	1,602,276	801,138	899,149	900,228	⬇	Despite the huge rise in virtual access, libraries still attract large numbers of physical visitors and are currently exceeding the quarterly target by over 98,011 visits.	Culture & Leisure
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£2,000,000	£1,000,000	£1,410,100	£2,988,602	⬇	While the outturn has not changed from Q1, substantial work has taken place this quarter writing bids for the New Homes Bonus (c.£1.4m) and Housing Zone (c.£10m). Decisions are expected for these in Q3 as well as a decision on Crossrail complementary measures (c.£3m).	Economic Development

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	700	350	401	433	⬇	Performance this quarter is made up of a combination of attendees at specific business related events (e.g. Business Awards and Women in Business) and 1-2-1 meetings between businesses and Business Development Officers within the Service.	Economic Development
H4	Number of homes made decent	Bigger is Better	1,291	289	289	388	⬇	The Decent Homes Programme is on target with 289 homes made decent. While performance (289) is worse than the same period last year (388), this is due to reduced targets prescribed by the spend profile.	Homes & Housing
H1	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	93%	49%	68%	57%	⬆	Performance for this indicator (68%) is significantly better than target (49%) with £106,765 of Leaseholder Service Charge Arrears collected this quarter. Performance is also better than the same period last year (57%).	Homes & Housing
H5	Percentage of rent arrears against rent debit	Smaller is Better	2.50%	2.44%	2.40%	2.38%	⬇	Performance this quarter (2.40%) is better than target. Whether arrears are due to welfare reforms or tenancy issues, teams within Homes & Housing work closely together to ensure residents quickly receive the appropriate advice to minimise debts.	Homes & Housing
DC4	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	24% (10 of 42)	35% (11 of 31)	⬆	Of the 42 appeals made against refusal of planning permission, only 10 appeals were allowed (24%). This is better than target and shows clear understanding and application of government guidance and policy in respect of day to day decision-making.	Regulatory Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
(ex) NI157a	Percentage of major applications processed within 13 weeks	Bigger is Better	60%	60%	76% (13 of 17)	71% (10 of 14)	⬆	Performance is better than target with 13 out of 17 applications determined within the statutory timeframe. It is important to note, however, that as this refers to a small number of applications, outturns can fluctuate.	Regulatory Services
(ex) NI157b	Percentage of minor applications processed within 8 weeks	Bigger is Better	65%	65%	66% (121 of 182)	30% (58 of 191)	⬆	Performance this quarter (66%) is better than target and significantly better than the previous year (30%). This follows the provision of additional resources and the adoption of an action plan to bring about improvement in decision making.	Regulatory Services
(ex) NI157c	Percentage of other applications processed within 8 weeks	Bigger is Better	80%	80%	88% (683 of 774)	49% (356 of 732)	⬆	Performance for the quarter (88%) is above target and is also significantly better than the previous year (49%). It is expected that additional measures to refine the validations process will increase performance.	Regulatory Services
NEW	Number of persons enrolled on Keys for Change	Bigger is Better	69	34	36	New indicator	N/A	There is no direction of travel as this is a new indicator. Performance for the quarter (36) is above target. The overall target is to assist 137 people over the 2 year programme (Nov 2013 – Oct 2015).	Homes & Housing
H2	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	79% (9,639 of 12,209)	89% (15,045 of 16,842)	⬇	Repairs completed on time this quarter (79%) is worse than target and lower than the same period last year (89%). **Corrective Action:** The contractor is new to the provision of this service. Additional trades operatives have been employed to increase productivity, which has seen a steady increase in the last two months of the quarter and is helping clear the backlog.	Homes & Housing

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
H3	Average void to re-let times	Smaller is Better	25 days	25 days	30 days	29 days	⬇	Performance (30 days) is worse than target and the same period last year (29 days). **Corrective Action:** The contractor has only been providing the services since June 2014. Issues with resourcing have been identified within the contractor organisation and client operations. A corrective action plan is being prepared and H&H management are reviewing all activities associated with re-letting properties. A framework for additional backup contractors is being developed. In addition, we are piloting an approach where tenants bidding for houses are asked to take properties "as seen" with works to follow on occupation.	Homes & Housing

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Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ASCOF 1C(i)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	80%	80%	73% (1,522 of 2,078)	44% (2,400 of 5,405)	N/A	The definition for this measure changed in 2014/15 to ensure consistency across authorities and so no DOT is available until 2015/16 (Q1). Performance for the quarter (73%) is within target tolerance.	Adult Social Care
ASCOF 1F	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	5.5%	5.5%	7.9% (38 of 483)	4.1% (19 of 465)	⬆	The outturn this quarter represents 38 residents on the Care Programme who are in paid employment. This is an improvement on the same time last year where 19 residents on the Care Programme were in paid employment.	Adult Social Care

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ASCOF 1G	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	62%	31%	30% (138 of 459)	26% (141 of 537)	↑	The outturn represents 138 residents with learning disabilities who live in their own home or with their family. Performance this quarter (30%) is within target tolerance and better than the same period last year (26%).	Adult Social Care
ASCOF 1H	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	91% (439 of 483)	92% (430 of 465)	↓	Performance this quarter (91%) is within target tolerance and at a similar level to the same period last year (92%). This represents 439 residents on the Care Programme living independently, with or without support.	Adult Social Care
ASCOF 2A(i)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	9.0	4.1	3.4	7.6	↑	There continues to be increased demand, however, performance for the rate of permanent admissions for residents aged 18-64 years has improved this quarter (3.4) compared to the same period last year (7.6) and is also better than target.	Adult Social Care
ASCOF 2A(ii)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	584.6	296.9	265.5	291.2	↑	There continues to be increased demand, however, performance for the rate of permanent admissions for residents aged 65+ years has improved (265.5) compared to the same period last year (291.2) and is also better than target.	Adult Social Care
ASCOF 2C(ii)	Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000 population	Smaller is Better	3.0	3.0	1.6	1.7	↑	This indicator looks at delays where there is a joint responsibility with Adult Social Care and Health. Performance for the quarter (1.6) is better than target and better than the same period last year (1.7).	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ASCOF 2C(iii)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	1.0	0.6	0.7	⬆	This indicator looks at hospital delays where the responsibility is Adult Social Care only. Performance for the quarter (0.6) is better than target and better than the same period last year (0.7).	Adult Social Care
L3	Percentage of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	6.0%	6.0%	3.5% (12 of 339)	5.7% (17 of 299)	⬆	This indicator considers the success of reablement and measures the number of service users who return after a successful reablement phase. Performance for the quarter (3.5%) is better than target and the same period last year (5.7%).	Adult Social Care
CY2	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	80%	80%	81% (42 of 52)	70% (30 of 43)	⬆	Performance (81%) is better than target and the same period last year (70%). At the 30th September 2014, 81% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years.	Children's Services
CY13	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4.0%	4.0%	4.1% (3 of 73)	4.7% (3 of 64)	⬆	Performance is within target tolerance with three children on a CP Plan for more than 24 months. The duration of CP Plans is under constant review by Children and Young People's Services and actual or potential drift is promptly addressed.	Children's Services
N18 (ex NI065)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	5.0%	5.0%	0.0% (0 of 110)	8.6% (5 of 58)	⬆	By the end of September, 110 children had become the subject of a CP Plan, none of which became subject of the plan for the second time within 2 years. Performance (0.0%) is therefore better than target and the same period last year (8.6%).	Children's Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CY15	Number of new in-house foster carers	Bigger is Better	15	8	7	6	⬆	Performance this quarter (7) is within target tolerance and better than the same time last year (6). Extensive recruitment activity is under way and performance will show improvement as the year progresses. There is a need to recruit foster carers for teenagers and so our recruitment campaign continues to focus on this difficult area.	Children's Services
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	5,000	4,712	4,604	4,080	⬆	Performance is within target tolerance; however, there are 524 more Careline and Telecare users in the borough this quarter than the same period last year. This technology has a wide range of benefits, such as enabling vulnerable adults to live at home for as long as possible.	Homes & Housing
13	Percentage of children who wait less than 20 months between entering care and moving in with their adopting family	Bigger is Better	60%	60%	50% (6 of 12)	44% (8 of 18)	⬆	Performance is below target tolerance but better than the same period last year. Of the 12 children in this cohort, 6 have waited less than 20 months between entering care and moving in with their adopting family compared to 8 last year, although the number of LAC in the cohort is lower.	Children's Services
ASCOF 1C(ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	45%	45%	37% (779 of 2,078)	16% (850 of 5,405)	N/A	The definition for this measure changed in 2014/15 and so no DOT is available until 2015/16 (Q1). As the indicator is performing below target tolerance, it is not possible to determine if the RAG rating is Red or Amber. Performance for the quarter (38%) is below target tolerance but better than the same period last year (16%).	Adult Social Care
L7 (BCF)	Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population	Smaller is Better	178.4%	178.4%	Not available	New indicator	N/A	Performance for this measure will be monitored once the Better Care Fund Submission has been signed off by NHS England.	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
L8 (BCF)	Patient/service user experience (managing long term conditions)	TBC	TBC	TBC	Not available	New indicator	N/A	Performance for this measure will be monitored once the Better Care Fund Submission has been signed off by NHS England.	Adult Social Care
PH1	Chlamydia diagnoses	Bigger is Better	475	238	Not available	249	N/A	A third sector provider coordinates the chlamydia screening programme and delivers outreach testing and training. The data collection method is currently being assessed to address the time lag in accessing outturns.	Public Health

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CS7	Percentage of Corporate Complaints completed within 10 days	Bigger is Better	90%	90%	87%	74%	⬆	The percentage of Corporate Complaints completed within 10 days this quarter (87%) is within target tolerance and better than the same period last year (74%). There has been a slight increase in the number of complaints, however, this may be due to the inclusion of OHMS data in 2014/15.	Corporate Health
CS8	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	5.3%	6.5%	⬆	The percentage of Corporate Complaints escalated to Stage 2 this quarter (5.3%) is better than target and the same time last year (6.5%). There has been a slight increase in the number of complaints, however, this may be due to the inclusion of OHMS data in 2014/15.	Corporate Health

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ISS10	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	95%	96% (50,077 of 52,422)	96% (43,563 of 45,298)	→	This indicator is performing better than target for the quarter and the same as the previous year (96%). Performance dropped in August 2014 due to the implementation of One Oracle, however, this is now embedded and performance is on track.	Corporate Health
CS21	Percentage of customers satisfied with the Contact Centre	Bigger is Better	85%	85%	90% (10,567 of 11,725)	87% (8,279 of 9,512)	↑	Performance (90%) has exceeded target and increased compared to the same period last year (87%). Of the 11,725 surveys completed, 10,567 customers were satisfied with the Contact Centre.	Customer Services
CS2	Call abandon rates	Smaller is Better	10%	10%	10% (21,201 of 210,502)	16% (23,977 of 154,170)	↑	Performance this quarter (10%) has met target and is better than the same period last year (16%), despite there being increased demand for the service. Further improvement is expected following major efforts to channel shift from face-to-face to online and telephone and the introduction of online parking permits being implemented.	Customer Services
CS3	Percentage of automated transactions	Bigger is Better	30%	30%	28% (100,900 of 355,976)	New indicator	N/A	This is a new indicator for 2014/15 so there is no scope for comparison. The drive is to complete payments online for high volume transactions including Green Waste Renewals, Council Tax, NNDR, Rents and Parking Penalty Charge Notices.	Customer Services
CS1	Percentage of Council Tax collected	Bigger is Better	97%	58%	58% (£72.4m)	58% (£71.0m)	↑	Performance (58%) is on target and is the same as the previous year. The prompt collection and enforcement of payment means that £72.4m of Council Tax has been collected compared to £71.0m by the same point last year. Procedures have been updated to take account of new rule changes, which have bedded in well.	Exchequer & Transactional Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CS2	Percentage of National Non-Domestic Rates collected (NNDR)	Bigger is Better	98%	60%	58% (£43.9m)	59% (£44.0m)	↓	New Government measures were implemented in 2014/15 to assist businesses with payments now spread out over 12 months instead of 10. This will affect performance against the quarterly targets, however, collection should remain on track for the annual target.	Exchequer & Transactional Services
CS3	Speed of processing new Housing Benefit/Council Tax Support claims (days)	Smaller is Better	24 days	24 days	18 days	33 days	↑	New claim processing is prioritised above all other benefit transactions to ensure people in need receive help with their rent and council tax payments. The speed of processing new Housing Benefit and Council Tax Support claims this quarter (18 days) is significantly better than target and the same time last year (33 days).	Exchequer & Transactional Services
CS4	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (days)	Smaller is Better	16 days	16 days	13 days	16 days	↑	Exchequer & Transactional Services were awarded additional resources to maintain and improve benefit processing in 2014/15. The speed of processing changes this quarter (13 days) is better than target and the same period last year (16 days).	Exchequer & Transactional Services
CS10	Percentage of Member/MP Enquiries completed within 10 days	Bigger is Better	90%	90%	79%	78%	↑	The percentage of Member/MP Enquiries completed within 10 days (79%) is below target tolerance but better than the same period last year (78%). There has been a slight increase in the number of complaints. However, this may be due to the inclusion of OHMS data in 2014/15.	Corporate Health
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	10.1 days	9.3 days	↓	Performance this quarter (10.1 days) is worse than target and worse than the same period last year (9.3 days). However, performance has steadily improved since Q4 2013/14 (10.5 days) and Q1 2014/15 (10.4 days). **Corrective Action:** HR continue to work with Heads of Service to maintain momentum and proactively manage sickness cases.	Corporate Health

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CSP1	Number of burglaries reported	Smaller is Better	2,252	1,021	852	1,086	↑	The number of burglaries reported is exceeding the target set by the Mayor's Office for Policing & Crime (MOPAC) to reduce offending by 20% by March 2016. Performance (852) is better than target and the same time last year (1,086).	Corporate Policy & Community
CSP2	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,910	3,190	2,861	3,190	N/A	The methodology changed in Oct 2013 and so a DOT is not available. While performance this quarter (2,861) is better than target, it should also be noted that there is a high number of other ASB calls received by non-police agencies in Havering.	Corporate Policy & Community
ASCOF 2C(i)a	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7.0	7.0	4.1	5.4	↑	This indicator measures delays across both Health and Adult Social Care. Performance for the quarter (4.1) is better than target and the same period last year (5.4).	Adult Social Care
ASCOF 2C(i)b	Rate of delayed transfers of care from hospital per 100,000 population (average per month)	Smaller is Better	135.5	135.5	125.6	New indicator	N/A	This indicator has been developed for the Better Care Fund (BCF) and monitors days delayed over the month rather than people delays as a snapshot. Performance is better than target with an average 126 days delayed per month per 100,000.	Adult Social Care
PH3a	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20%	10%	10.4% (Provisional)	8.1%	↑	There has been a problem with the interface between GP clinical systems and Health Analytics and so the outturn for Q2 is provisional. According to the current outturn, performance (10.4%) is better than target and the same period last year.	Public Health

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
PH3b	Percentage of eligible people receiving an NHS Health Check	Bigger is Better	66%	33%	18% (2,441)	24% (2,717)	⬇	Performance (18%) is below target and worse than the previous year (24%). To date, 2,441 people have received an NHS Health Check; 276 fewer than in 2013/14. **Corrective Action:** Underperformance will be addressed by developing a cluster arrangement with GPs, putting in place improvement plans for GPs that are underperforming, attending nurse and practice manager meetings as well as developing marketing materials.	Public Health
TBC	Health Premium Indicator (1)	TBC	TBC	TBC	Not available	New indicator	N/A	This measure has yet to be defined and it is not possible to report on this indicator this quarter.	Public Health
TBC	Health Premium Indicator (2)	TBC	TBC	TBC	Not available	New indicator	N/A	This measure has yet to be defined and it is not possible to report on this indicator this quarter.	Public Health

Havering
LONDON BOROUGH

CABINET	
18 March 2015	
Subject Heading:	**Corporate Performance Report Quarter 3 (2014/15)**
Cabinet Member:	**Councillor Clarence Barrett**
CMT Lead:	**Andrew Blake-Herbert**
Report Author and contact details:	Charlene Adutwim, Corporate Performance and Projects Officer charlene.adutwim@havering.gov.uk 01708 434269
Policy context:	The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 3 (2014/15).
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:	Six overview and scrutiny committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, Towns and Communities) and the Overview and Scrutiny Board

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SUMMARY

This report sets out performance against the Council's Corporate Performance Indicators for Quarter 3 (October to December 2014) 2014/15, against the five Living Ambition Goals of the Corporate Plan (Environment, Learning, Towns & Communities, Individuals and Value).

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The RAG ratings for 2014/15 are as follows:

- **Red** = more than **10%** off the quarterly target and where performance has *not improved* compared to the same quarter last year
- **Amber** = more than **10%** off the quarterly target and where performance has *improved or been maintained* compared to the same quarter last year
- **Green** = on or within **10%** of the quarterly 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 to compare:

- Short term performance (Quarter 3 2014/15 with Quarter 2 2014/15)
- Long term performance (Quarter 3 2014/15 with Quarter 3 2013/14)

An upward green arrow (⬆) means performance is better than the same time last quarter / year and a downward red arrow (⬇) means performance is worse. A horizontal amber arrow (➡) means that performance has remained the same.

Where the quarterly target remains consistent throughout the year, a short term DOT can be provided to allow for meaningful comparison. Where this is not the case, the previous outturn has been provided where available for information only.

Quarter 3 2014/15 - Performance Summary
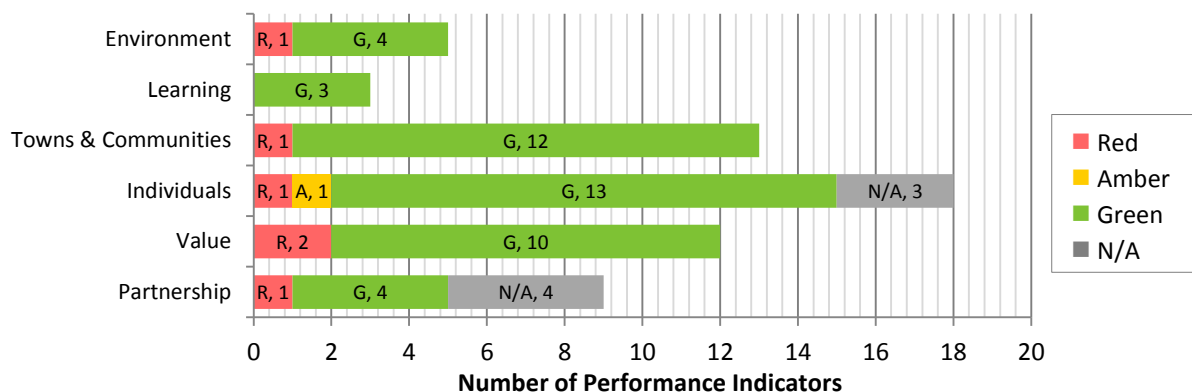
60 Corporate Performance Indicators are measured quarterly and 53 of these have been given a RAG status. In summary:

- **46 (87%)** have a RAG status of **Green**; compared to 81% in Q3 2013/14.
- **7 (13%)** have a RAG status of **Red** or **Amber**; compared to 19% in Q3 2013/14.

RECOMMENDATIONS

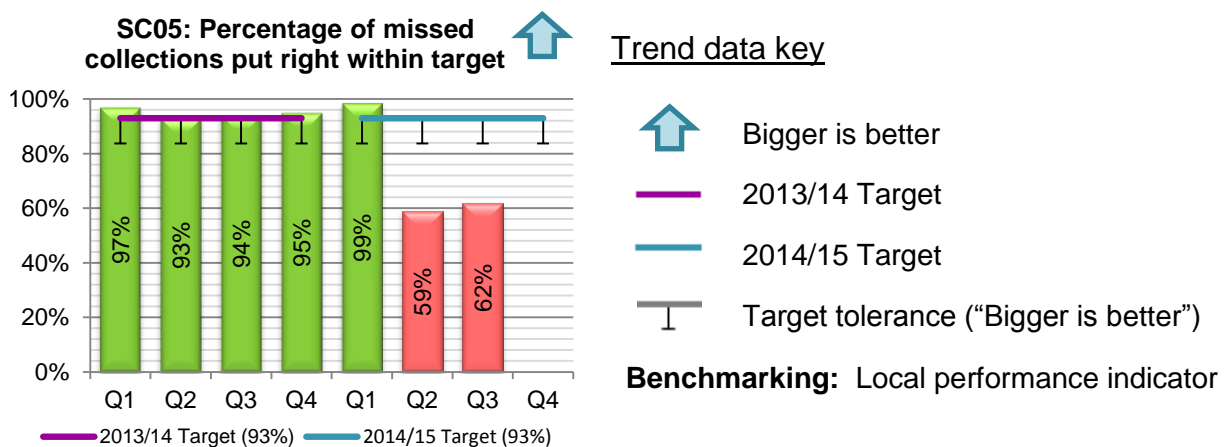Cabinet is asked to review the report and note its content.

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REPORT DETAIL

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Environment – to ensure a clean, safe and green borough

1. The Council continues to make Havering an even more pleasant and safe place to live, work and visit. The most recent data provided by the East London Waste Authority (ELWA) shows that there has been an increase in household recycling with 36% of household waste sent for reuse, recycling and composting between April and September 2014, compared to 35% during the same period last year. Similarly, ELWA has reported that the percentage of residual household waste remained within target tolerance with 342kg of waste collected per household. The number of fly tip incidents within the borough has also reduced, with 2,144 reported between April and December 2014 compared to 2,907 during the same period last year.

2. The percentage of missed collections put right within target has shown slight improvement (to 62%) following the drop in performance last quarter (to 59%). In August 2014, waste and recycling collections were severely disrupted by the fire at the waste management facility, which coincided with the first operational day of the new contract with Serco. Through this period of disruption the priority was to collect on the scheduled day, returning to clear missed collections as soon as possible, but many were not within the indicator time frame. Since the new contract began, there have also been issues with embedding the new IT systems and so manual monitoring has taken place. This now appears to be resolved and will be confirmed with next quarter's data. Performance has continued to improve month on month and performance in the month of December reached 87%. Despite this monthly improvement, the initial drop in performance will affect future outturns as this is a cumulative indicator.

SC05: Percentage of missed collections put right within target

Trend data key

Bigger is better

2013/14 Target

2014/15 Target

Target tolerance ("Bigger is better")

Benchmarking: Local performance indicator

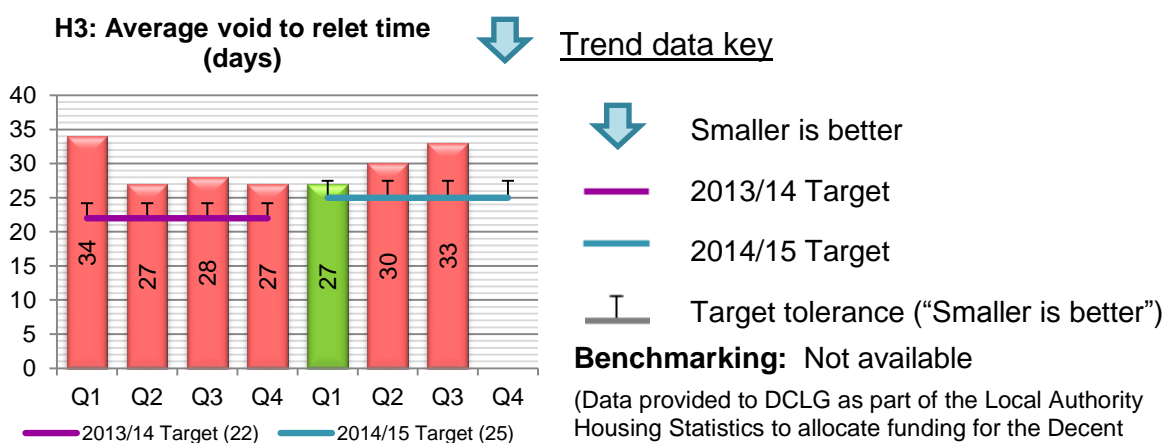2013/14 Target (93%)   2014/15 Target (93%)

Learning – to champion education and learning for all

3.   The Council is dedicated to working with schools and the further education sector to promote first class learning opportunities for all.   The number of apprentices (aged 16-18 years) recruited in the borough exceeded target with 530 reported in the third quarter of the last complete academic year (2013/14). This is considerably better than both the target (468) and the previous year (515).

4.   Early Years provision in the borough also remained of a high standard, with 76% of Early Years providers judged Good or Outstanding by Ofsted (compared to 74% during the same period last year).   This demonstrates effective processes for supporting both PVI (private, voluntary and independent) settings and child minders.

**Towns & Communities – to provide economic, social and cultural opportunities**

5.   The Council continues to regenerate our towns and communities and strives to ensure affordable homes are provided for local people.   Between April and December 2014, over £5.6m of net external funding was secured through regeneration initiatives; almost four times higher than target (£1.5m) and almost double the same period last year (£3m).   The majority of funding acquired this quarter was for Crossrail complementary measures, with funding also obtained through the Heritage Lottery Fund and Department for Work and Pensions (DWP).

6.   By contrast, the average void to re-let time has remained consistently worse than target during 2013/14, which led to an agreement to revise the target for 2014/15.   This revision meant performance briefly fell within target tolerance in Quarter 1, however, the average void to re-let time continued to worsen in Quarter 2 (30 days) and Quarter 3 (33 days).   While a corrective action plan has been put in place, a higher than average number of new voids (49) in December had a significant impact on performance for Quarter 3.   The Homes & Housing service is continuing to review all activities associated with re-letting properties and is currently piloting an approach where tenants bidding for houses are asked to take properties "as seen" with works to follow on occupation.

H3: Average void to relet time (days)

Trend data key

Smaller is better

2013/14 Target

2014/15 Target

Target tolerance ("Smaller is better")

Benchmarking: Not available

(Data provided to DCLG as part of the Local Authority Housing Statistics to allocate funding for the Decent Homes Programme – not circulated for benchmarking)

——2013/14 Target (22)   ——2014/15 Target (25)

Individuals – to value and enhance the lives of our residents

7.   The Council has improved services for the Borough's most vulnerable families and children, focusing on early intervention to improve wellbeing. For example, between April and December 2014, almost half (46%) of adults with learning disabilities were living in their own home or with their family, compared to 40% during the same period last year. Similarly, the percentage of Looked After Children (LAC) with stable placements has increased with 85% of placements lasting for at least two years, compared to 75% during the same period last year. As well as performance being above target (80%), the Council is also performing significantly above the England average (67%).
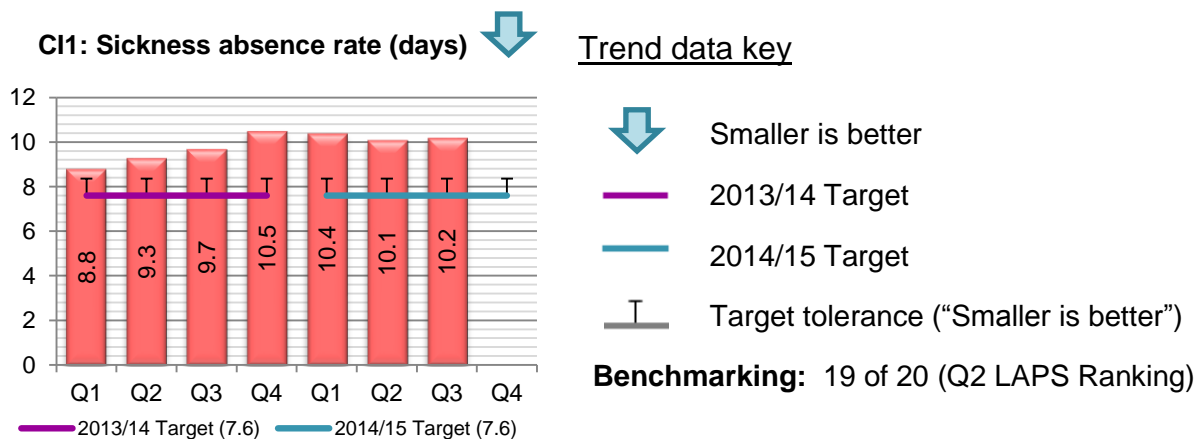
8.   The percentage of direct payments as a percentage of self-directed support, however, remains below target with 761 people (37%) currently in receipt of a direct payment out of a possible 2,052. This is worse than target (45%). It is not possible to compare to performance during the same period last year due to a change in definition. It is expected that the roll-out of the pilots arising from the recent Lean Review of Adult Social Care and Commissioning, such as the potential for a specialist care planning function, will improve performance. This function will enable care planners to work closely with service users to develop robust person centred support plans with the aim of increasing uptake.
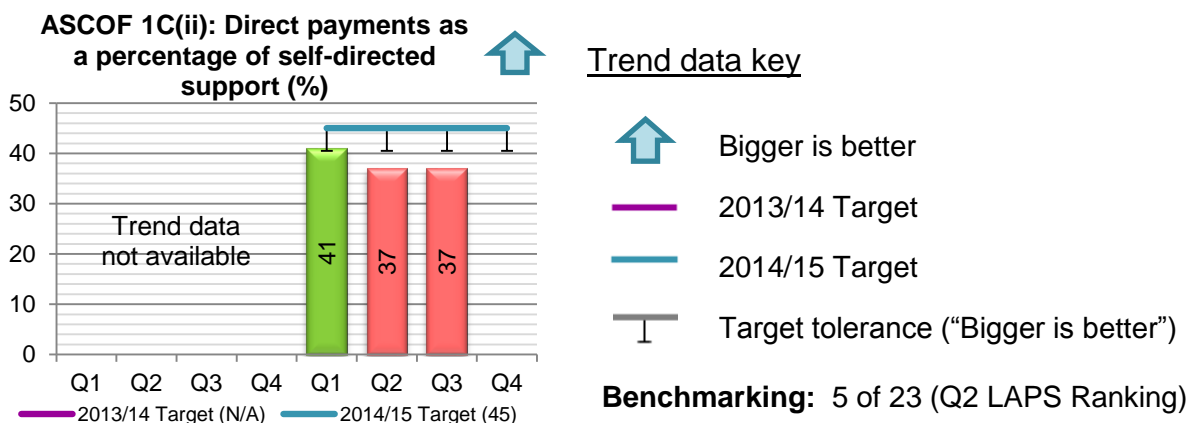
Value – to deliver high customer satisfaction

9.   Providing efficient and effective services for the borough is central to the Council achieving its goals. Between April and December 2014, the percentage of corporate complaints completed within 10 days (87%) and escalated to Stage 2 (5.9%) were both better than the same period last year. Meanwhile, 90% of customers were satisfied with the Contact Centre (against a target of 85%) and call abandonment rates were lower than the previous year at only 8.7%. The percentage of Council Tax collected was also on target at 86%, with £106.6m collected compared to £104.6m last year.

10.   The sickness absence rate per annum per employee has remained consistently below target, however, and Havering has a higher proportion of employees who are absent long term than the London wide average ("long term" is defined as any absence lasting more than 20 working days). Human Resources (HR) is continuing to work with Heads of Service to maintain momentum and proactively manage sickness cases. Managers are encouraged to support their employees from the first day of absence and, where it is apparent that the employee may be off for some time, then to seek Occupational Health advice and support immediately. The Council's Corporate Management Team (CMT) has agreed that any manager who fails to follow the guidance and procedure for managers within the Managing Absence Policy will automatically receive a performance rating of 2 out of 4 (requires development) in their annual performance appraisal in order to encourage active management of absence. In addition, CMT has agreed funding for two fixed term resources for one year to be deployed within the Operational HR team to work with managers to ensure that they are undertaking their responsibilities within the managing sickness absence policies and assist them to manage cases proactively. As this indicator is calculated on a rolling year basis, the impact of this work will take some time to show in the overall figures.

CI1: Sickness absence rate (days)

Trend data key

Smaller is better

—— 2013/14 Target

—— 2014/15 Target

⊥ Target tolerance ("Smaller is better")

Benchmarking: 19 of 20 (Q2 LAPS Ranking)

Chart values: Q1 8.8, Q2 9.3, Q3 9.7, Q4 10.5, Q1 10.4, Q2 10.1, Q3 10.2

—— 2013/14 Target (7.6) —— 2014/15 Target (7.6)
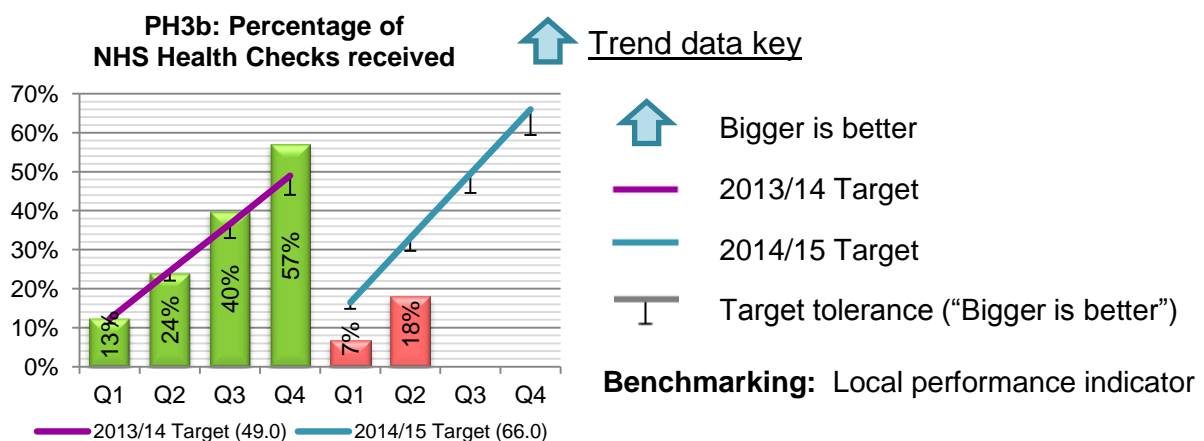
11.   The percentage of Member Enquiries completed within 10 days between April and December (80%) was also worse than target (90%) and slightly worse than the same period last year (81%). A review of complaints was undertaken last year and a revised process is about to be rolled out for both customer and Member complaints. This new process is designed to improve complaint responses.

CS10: Percentage of Member/MP enquiries completed within 10 days

Trend data key

Bigger is better

2013/14 Target

2014/15 Target

Target tolerance ("Bigger is better")

Benchmarking: Local performance indicator
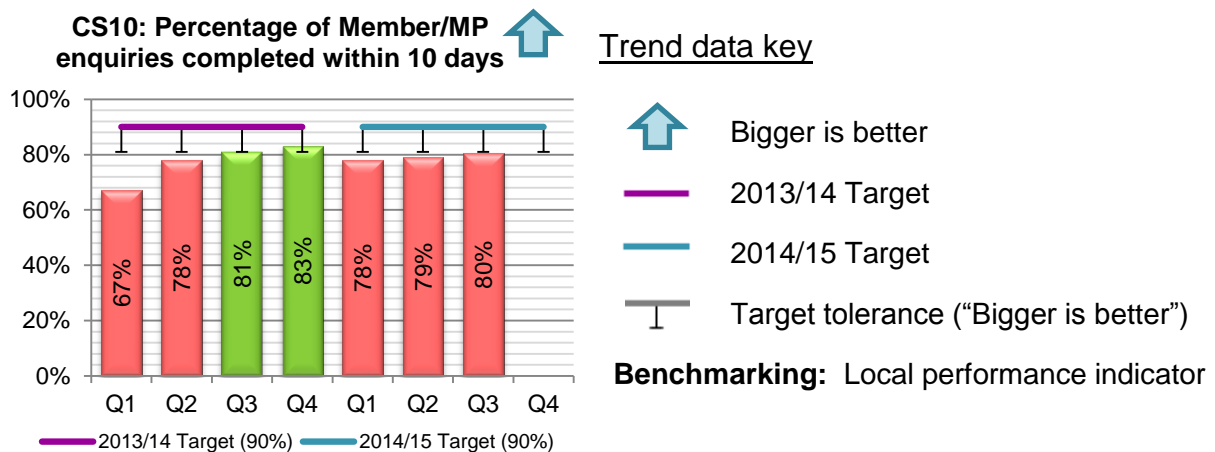
Partnership Indicators

12. There are a number of indicators for which the Council is not solely responsible in terms of either the target or performance. For example, the number of burglaries reported between April and September 2014 has reduced (1,427) compared with the same period last year (1,700). This is currently exceeding the target set by the Mayor's Office for Policing and Crime (MOPAC) to reduce offending by 20% by March 2016.

13. The percentage of NHS Health Checks received remained consistently above target in 2013/14. This worsened in 2014/15 and performance between April and September 2014 (18%) is both below target (33%) and lower than at the same point last year (24%). To date, 2,441 people have received an NHS Health Check; 276 fewer than in 2013/14. Underperformance is being addressed by developing a cluster arrangement with GPs, putting in place improvement plans for GPs that are underperforming, attending nurse and practice manager meetings as well as developing marketing materials.

PH3b: Percentage of NHS Health Checks received

Trend data key

Bigger is better

2013/14 Target

2014/15 Target

Target tolerance ("Bigger is better")

Benchmarking: Local performance indicator

The full Corporate Performance Report 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, in line with best practice.

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.

Human Resources implications and risks:

The oneSource HR Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence and temporary additional HR resources have been agreed by CMT to support managers in this regard.

Resilience Training is being made available to managers and staff by the oneSource Health & Safety Service and all managers are in the process of completing the Management Development Programme to develop the relevant skills. All managers with responsibility for staff will have a specific objective relating to managing sickness absence effectively in their PDRs.

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.

Equalities implications and risks:

The following Corporate Performance Indicators rated as 'Red' could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:

- **H3** – Average void to re-let times

- **ASCOF 1C(ii)** – Direct payments as a percentage of self-directed support (%)
- **PH3b** – Percentage of eligible people receiving an NHS Health Check
- **CI1** – Sickness absence rate per annum per employee

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

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BACKGROUND PAPERS

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The Corporate Plan 2011-14 and 'Plan on a Page' 2014-15 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: Quarter 3 Corporate Performance Report 2014/15

Cabinet (18th March 2015)

Key

RAG Rating		Direction of Travel (DOT)	
Green	On or within 10% of the target for the quarter[1]	⬆	**Short Term:** Performance is better than the previous quarter **Long Term:** Performance is better than the same quarter last year
Amber	More than 10% off the target for the quarter and where performance has *improved or been maintained* compared to the same quarter last year (long term DOT)	➡	**Short Term:** Performance is the same as the previous quarter **Long Term:** Performance is the same as the same quarter last year
Red	More than 10% off the target for the quarter and where performance has *not improved* compared to the same quarter last year (long term DOT)	⬇	**Short Term:** Performance is worse than the previous quarter **Long Term:** Performance is worse than the same quarter last year

	Description
	Corporate Plan Indicator
(C)	Outturns reported cumulatively
(S)	Outturns reported as snapshot
(R)	Outturns reported as rolling year

<u>Note for DOT:</u> **Where the quarterly target remains consistent throughout the year, a short term DOT can be provided to allow for meaningful comparison. Where this is not the case, the previous outturn has been provided for information only.**

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
SC01 **(C)**	Residual household waste per household (kg)	Smaller is Better	640 kg	338 kg (Q2)	342 kg (Q2) (GREEN)	-	173 kg (Q1)	⬇	332 kg (Q2)	Data comes from the East London Waste Authority and lags by at least 6-8 weeks. The residual household waste per household from April to September (342kg) is 4kg over target (338kg) and within tolerance. A number of Borough-wide schemes, such as the recent compostable sack service to encourage composting of garden waste and our extensive Love Food Hate Waste workshops, will hopefully reverse the declining trend.	**Streetcare** *Local performance indicator*

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[1] With the exception of 'Percentage of NNDR collected' and 'Percentage of Council Tax collected' where the tolerance is 5%

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
SC02 (C)	Percentage of household waste sent for reuse, recycling & composting (%)	Bigger is Better	36%	36% (Q2)	36% (19,229 of 53,997) (Q2) (GREEN)	↓	37% (10,204 of 27,602) (Q1)	↑	35% (18,167 of 51,499) (Q2)	Data comes from the East London Waste Authority and lags by at least 6-8 weeks. The percentage of household waste recycled from April to September (36%) is on target and performance is better than the same period last year (35%).	**Streetcare** *Local performance indicator*
SC07 (C)	Number of fly tipping incidents	Smaller is Better	3,500	2,625	2,144 (GREEN)	-	1,462	↑	2,907	Performance is significantly better than target with 2,144 fly tipping incidents taking place from April to December. This is 481 fewer incidents than target (2,625) and 763 fewer incidents than the same period last year (2,907).	**Streetcare** *Reported to Department for Environment, Food & Rural Affairs (DEFRA)*
SC04 (C)	Parking income against budget (£)	Bigger is Better	£3,762,780	£2,822,063	£2,699,680 (GREEN)	-	£1,761,920	↑	£2,598,538	Car parking income between April and December (£2,699,680) is lower than target (£2,822,063) but still falls within tolerance. Performance is better, however, than the same period last year (£2,598,538).	**Streetcare** *Local performance indicator*
SC05 (C)	Percentage of missed collections put right within target (%) (Collected the same day if reported by midday; collected by midday the next working day if reported after midday)	Bigger is Better	93%	93%	62% (2,469 of 3,959) (RED)	↑	59% (1,778 of 2,996)	↓	94% (2,574 of 2,740)	Collections were severely disrupted in August due to a fire at the waste management facility. Since August there have been issues with IT systems and processes, however, performance has improved month on month and the performance for the month of December reached 87%. Corrective Action: Contract monitoring has highlighted issues with collections from bulk containers at flat sites. We have worked with Serco to overcome this problem and resolve the IT issues. December's monthly performance (87%) is showing improvement.	**Streetcare** *Local performance indicator*

Learning - to champion education and learning for all

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
LA1 (C)	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	600 AY 2013/14	468 AY 2013/14 (Q3)	530 AY 2013/14 (Q3) (GREEN)	-	420 AY 2013/14 (Q2)	↑	515 AY 2012/13 (Q3)	There have been 62 more apprentices recruited in the borough (530) than target (468) and 15 more than the same period last year (515). This is due to the Raising Participation Age (RPA) campaign as well as activities conducted during National Apprenticeship Week. Reporting periods have been aligned with the last academic year (AY).	**Learning & Achievement** *Local performance indicator*
LA6 (S)	Percentage of Early Years providers judged Good or Outstanding by Ofsted (%)	Bigger is Better	75%	75%	76% (223 of 295) (GREEN)	→	76% (N/A)	↑	74% (N/A)	Performance in Q3 (76%) is better than target (75%) and the same period last year (74%). This is due to the continuation of efficient processes, which ably support childminders and PVI (private, voluntary and independent) settings to achieve an Ofsted grading of good or above.	**Learning & Achievement** *Reported to Department for Education (DfE)*
(ex) NI117 (S)	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)(%)	Smaller is Better	4.0%	4.0%	4.4% (Dec 2014) (GREEN)	↑	4.9% (Sep 2014)	↑	4.6% (Dec 2013)	Performance in Q3 (4.4%) is within target tolerance and has improved on the previous quarter (4.9%) and the same period last year (4.6%). By continuing to track young learners using the targeting toolkit we can identify potential NEET and ensure early intervention.	**Learning & Achievement** *Reported to Department for Education (DfE)*

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CL2 (C)	Number of physical library visits	Bigger is Better	1,602,276	1,201,707	1,276,414 (GREEN)	-	899,149	⬇	1,281,512	While performance is worse than last year (with 5,098 fewer physical library visits), libraries continue to attract large numbers of visitors. From April to December there were 1,276,414 physical visits; 74,707 more visits than target (1,201,707).	**Culture & Leisure** *Reported to The Chartered Institute of Public Finance & Accountancy*
R2 (C)	Net external funding secured through regeneration initiatives (£)	Bigger is Better	£2,000,000	£1,500,000	£5,628,965 (GREEN)	-	£1,410,100	⬆	£3,004,195	From April to December, £5,628,965 of external funding was secured through regeneration initiatives; almost four times higher than target (£1,500,000). The majority of funding this quarter is for Crossrail complementary measures. Funding has also been won through the Heritage Lottery Fund and Department for Work and Pensions.	**Economic Development** *Local performance indicator*
R3 (C)	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	700	525	658 (GREEN)	-	401	⬇	677	There have been 133 more businesses accessing advice through regeneration initiatives between April and December (658) than target (525) but 19 fewer than the same period last year (677). A new ICT system is now being used to record all interactions, which from 2015/16 will be able to provide a more detailed breakdown.	**Economic Development** *Local performance indicator*
H1 (S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works) (%)	Bigger is Better	93%	79%	85% (GREEN)	-	68%	⬆	79%	The percentage of Leaseholder Service Charge Arrears collected by Q3 (85%) is better than target (79%) and the same period last year (79%). In particular, legal action has allowed us to secure old service charge debt, which has contributed to reducing the overall balance.	**Homes & Housing** *Local performance indicator*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
H2 (C)	Percentage of repairs completed on time (including services contractors) (%) (Target completion date is determined by the system from the priority code)	Bigger is Better	90%	90%	84% (18,818 of 22,410) (GREEN)	↑	79% (9,639 of 12,209)	↓	88% (23,254 of 26,449)	While the percentage of repairs completed on time between April and December (84%) was worse than target (90%) and the same period last year (88%) it still fell within target tolerance. With the start of a new contractor partnership, the contract is being closely monitored to ensure performance remains on target.	**Homes & Housing** *Local performance indicator*
H4 (C)	Number of homes made decent	Bigger is Better	1,291	666	666 (GREEN)	-	289	↑	650	The Decent Homes Programme remains on target with 666 homes now meeting the 'decency' standard (determined by the DCLG) between April and December. The Programme aims to improve the condition of homes for social housing tenants and vulnerable households in private sector accommodation.	**Homes & Housing** *Reported to Department Communities & Local Govt (DCLG)*
H5 (S)	Percentage of rent arrears against rent debit (%)	Smaller is Better	2.50%	2.24%	2.15% (GREEN)	-	2.40%	↑	2.18%	The percentage of rent arrears against rent debit collected by Q3 (2.15%) was better than target (2.24%) and the same period last year (2.18%). Continued close working with the Welfare Reform and Neighbourhood Services Team has ensured residents are receiving appropriate advice and support to reduce rent debit.	**Homes & Housing** *Local performance indicator*
HNS14 (C)	Number of persons enrolled on Keys for Change	Bigger is Better	69	43	60 (GREEN)	-	38	-	New indicator	The overall target for this programme is to assist 137 people over two years (November 2013 to October 2015). In the last financial year (2013/14), 67 people were enrolled on the programme. Between April and December this year (2014/15), a further 60 people have been enrolled on the programme.	**Homes & Housing** *Local performance indicator*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
DC4 (C)	Percentage of appeals allowed against refusal of planning permission (%)	Smaller is Better	30%	30%	28% (18 of 64) (GREEN)	↓	24% (10 of 42)	→	28% (16 of 58)	While the percentage of appeals allowed against refusal of planning permission between April and December (28%) has increased slightly, it continues to be lower than target (30%). During the last quarter, there has been a significant increase in the number of appeals lodged generally. Analysis of these figures is being undertaken to determine if there is a potential issue.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
(ex) NI157a (C)	Percentage of major applications processed within 13 weeks (%)	Bigger is Better	60%	60%	73% (19 of 26) (GREEN)	↓	76% (13 of 17)	↑	60% (18 of 30)	Though the percentage of major applications processed within 13 weeks has decreased slightly (73%) compared with the previous quarter (76%), performance is still significantly better than target (60%). Due to the nature of the indicator, it is important to note that sample sizes are small and subject to greater potential fluctuation.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
(ex) NI157b (C)	Percentage of minor applications processed within 8 weeks (%)	Bigger is Better	65%	65%	63% (187 of 295) (GREEN)	↓	66% (121 of 182)	↑	33% (94 of 289)	The percentage of minor applications processed within 8 weeks between April and December (63%) is within target (65%) and significantly better than the same period last year (33%). It is hoped that the recent disbanding of the "7 day list" procedure will contribute towards an improvement in performance.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*
(ex) NI157c (C)	Percentage of other applications processed within 8 weeks (%)	Bigger is Better	80%	80%	88% (1,008 of 1,152) (GREEN)	→	88% (683 of 774)	↑	59% (626 of 1,067)	Performance in Q3 (88%) is better than target (80%) and the same period last year (59%). Of the 1,152 applications received between April and December, 1,008 were processed within 8 weeks. It is expected that additional measures to refine the validations process will continue to increase performance.	**Regulatory Services** *Reported to Department Communities & Local Govt (DCLG)*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
H3 (C)	Average void to re-let times	Smaller is Better	25 days	25 days	33 days (RED)	⬇	30 days	⬇	28 days	A corrective action plan was put in place to address contractor issues with resourcing following poor performance in Q2 (30 days). A higher than average number of new voids in December (49 additional voids) meant performance unfortunately worsened in Q3 (33 days). Corrective Action: We will continue to work towards the action plan set out in Q2 piloting an approach where tenants bidding for houses are asked to take properties "as seen" with works to follow on occupation.	**Homes & Housing** *Reported to Department Communities & Local Govt (DCLG)*

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
ASCOF 1C(i) (S)	Percentage of people using social care who receive self-directed support and those receiving direct payments (%)	Bigger is Better	80%	80%	73% (1,495 of 2,052) (GREEN)	➡	73% (1,522 of 2,078)	-	46% (2,799 of 6,041)	Performance this quarter (73%) is within target tolerance (80%). It is not possible to compare this to the same period last year due to a change in definition. Self Direction has now been embedded as part of the Lean Review and a number of pilots are underway to ensure this continues to be at the heart of the service. We continue to ensure that, wherever appropriate, client packages are offered via Self Directed Service and that these are recorded in a timely and accurate manner.	**Adult Social Care** *Reported to Department of Health (DH)*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
ASCOF 1F (C)	Percentage of adults in contact with secondary mental health services in paid employment (%)	Bigger is Better	5.5%	5.5%	7.0% (34 of 487) (GREEN)	↓	7.9% (38 of 483)	↑	3.4% (14 of 407)	Performance this quarter (7.0%) is better than target (5.5%) and the same period last year (3.4%). There are currently 34 individuals in active employment compared to 14 service users by December 2013. Mental Health Services are committed to the recovery model and so work closely with service users on the Care Programme to support employment.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 1G (C)	Percentage of adults with learning disabilities who live in their own home or with their family (%)	Bigger is Better	62%	46%	46% (217 of 468) (GREEN)	-	30% (138 of 459)	↑	40% (216 of 546)	Performance continues to remain positive and has improved this quarter. There are currently 217 individuals (46% of service users) with learning disabilities living in their own home or with their family compared to 40% of service users during the same period last year. Learning disability services are currently being reviewed as part of the Council's budget strategy.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 1H (C)	Percentage of adults in contact with secondary mental health services living independently, with or without support (%)	Bigger is Better	94%	94%	89% (433 of 487) (GREEN)	↓	91% (439 of 483)	↓	93% (377 of 407)	Performance this quarter (89%) is slightly less than the same period last year (93%) with 433 service users living independently. It is important to note, however, that this is better than the 377 service users living independently last year. The number of service users on the Care Programme Approach overall has risen, which has resulted in the percentage outturn declining.	**Adult Social Care** *Reported to Department of Health (DH)*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
ASCOF 2A(ii) (C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	584.6	441.2	437.4 (GREEN)	-	265.5	⬇	393.6	The rate of permanent admissions for individuals over 65 years (437.4 per 100,000) is better than target (441.2 per 100,000) but worse than the same period last year (393.6 per 100,000). There is continued pressure for placements and work is continuing (e.g. implementing robust panel processes) to ensure that admissions are timely and appropriate.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 2C(ii) (C)	Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and Health per 100,000 population	Smaller is Better	3.0	3.0	1.8 (GREEN)	⬇	1.6	⬇	1.6	The rate of delayed transfers of care attributed to ASC and Health this quarter (1.8 per 100,000) is better than target (3.0 per 100,000) but worse than the same period last year (1.6 per 100,000). There are slightly more delays occurring in the Acute sector compared to Non-Acute sector due to the number of available beds.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 2C(iii) (C)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	1.0	0.8 (GREEN)	⬇	0.6	⬇	0.7	While performance has been relatively stable throughout the year, the rate of delayed transfers of care attributed to Adult Social Care only (0.8 per 100,000) is better than target (1.0 per 100,000) but worse than the same period last year (0.7 of 100,000). To date, ASC has been responsible for 13 delays (2 acute and 11 non-acute).	**Adult Social Care** *Reported to Department of Health (DH)*
L3 (C)	Percentage of people who return to Adult Social Care 91 days after completing reablement (%)	Smaller is Better	6.0%	6.0%	4.0% (20 of 494) (GREEN)	⬇	3.5% (12 of 339)	⬆	6.0% (32 of 537)	This indicator considers the success of reablement and measures the percentage of service users who return after a successful reablement phase. Between April and December, 20 service users (4.0%) have returned after reablement, which is better than target (6.0%) and the same period last year (6.0%).	**Adult Social Care** *Local performance indicator*

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CY2 (S)	Percentage of looked after children (LAC) placements lasting at least 2 years (%)	Bigger is Better	80%	80%	85% (45 of 53) (GREEN)	⬆	81% (42 of 52)	⬆	75% (33 of 44)	At the 31st December 2014, 85% of our eligible Looked After Children (45 of 53) aged under 16 years had been in the same placement for at least 2 years. As well as performing above target (80%), we are also performing significantly above the England average (67%).	**Children's Services** *Reported to Department for Education (DfE)*
CY13 (C)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4.0%	4.0%	4.0% (5 of 124) (GREEN)	⬆	4.1% (3 of 73)	⬆	6.3% (6 of 96)	By the end of December 2014, only 5 of the 124 children (4.0%) that had come off a Child Protection Plan had remained on their Plan for more than 24 months. This is the same as target (4.0%) and better than the same period last year where 6 of 96 children (6.3%) had remained on their Plan for more than 24 months.	**Children's Services** *Reported to Department for Education (DfE)*
N18 (C)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	5.0%	5.0%	2.4% (4 of 165) (GREEN)	⬇	0.0% (0 of 110)	⬆	4.3% (5 of 117)	This quarter, 165 children had become the subject of a Child Protection Plan. Of these, 4 children (2.4%) from one sibling group became the subject of a Plan for the second time within 2 years. This is better than target (5.0%) and better than the same period last year (4.3%).	**Children's Services** *Local performance indicator (as it refers to 2 years)*
L5 (C)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,000	4,856	4,659 (GREEN)	–	4,604	⬆	4,382	There are currently 4,659 Careline and Telecare users in the borough. While performance is still within target tolerance, there are 197 fewer than target (4,856) but 277 more than the same period last year (4,382). The winter season always has a negative effect on this indicator and a marketing plan is being drawn together to promote the service.	**Homes & Housing** *Local performance indicator*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CY15 (C)	Number of new in-house foster carers	Bigger is Better	15	11	11	-	7	↑	7	The number of new in-house foster carers recruited between April and December (11) is on target and better than the same period last year (7). There are an additional 2 new foster carer applications pending, which are expected to be approved by March.	**Children's Services** *Local performance indicator*
ASCOF 2A(i) (C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	9.0	6.6	7.6 (AMBER)	-	3.4	↑	8.3	The rate of permanent admissions for individuals aged between 18-64 years (7.6 per 100,000) is worse than target (6.6 per 100,000) but better than the same period last year (8.3 per 100,000). Work is currently taking place to review Ordinary Resident transfer cases to ensure the appropriateness of these placements.	**Adult Social Care** *Reported to Department of Health (DH)*
ASCOF 1C(ii) (S)	Direct payments as a percentage of self-directed support (%)	Bigger is Better	45%	45%	37% (761 of 2,052) (RED)	→	37% (779 of 2,078)	-	15% (918 of 6,041)	Performance is currently below target (37%) with 761 people currently in receipt of a Direct Payment out of a possible 2,052. This is worse than target (45%) and it is not possible to compare performance to last year due to a change in definition. Corrective Action: It is expected that the roll-out of the pilots from the Lean Review, such as the potential for a specialist care planning function, will improve performance. This function will enable care planners to work closely with the service user to develop robust person centred support plans with the aim of increasing the uptake of self-directed support and direct payments.	**Adult Social Care** *Reported to Department of Health (DH)*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
13 (C)	Percentage of children who wait less than 16 months between entering care and moving in with their adopting family (%)	Bigger is Better	60%	60%	41% (7 of 17)	↑	25% (3 of 12)	-	55% (12 of 22)	By the end of December 2014, 7 of the 17 children (41%) were waiting no longer than 16 months to move in with their adopting family. This is worse than target (60%) and it is not possible to compare performance during the same period last year due to a change in definition (from 20 months to 16 months) so this indicator has not been RAG rated.	**Children's Services** *Reported to Department for Education (DfE)*
L7	Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population	Smaller is Better	Not available	Not available	Not available	-	Not available	-	Not available	The Better Care Fund submission has now been signed off by NHS England. We are currently awaiting data from the CCG.	**Adult Social Care** *Reported to Department of Health (DH)*
L8	Patient/service user experience (managing long term conditions)	Bigger is Better	33.0	33.0	32.0 (July 2014)	-	Not available	-	Not available	The Better Care Fund submission has now been signed off by NHS England. Performance is measured through a GP patient survey, based on the proportion of respondents responding positively to the statement, "In the last 6 months, have you had enough support from local services or organisations to help you manage your long term health condition(s)?" Data is provided by the Clinical Commissioning Group (CCG).	**Adult Social Care** *Reported to Department of Health (DH)*

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CS7 (C)	Percentage of Corporate Complaints completed within 10 days (%)	Bigger is Better	90%	90%	87% (GREEN)	➡	87%	⬆	75%	The percentage of Corporate Complaints completed within 10 days between April and December (87%) was within target tolerance (90%) and better than the same period last year (75%). Streetcare and Homes & Housing both continue to receive the majority of complaints with 79% of the total number of complaints received allocated to these two Services alone.	**Corporate Health** *Local performance indicator*
CS8 (C)	Percentage of Corporate Complaints escalated to Stage 2 (%)	Smaller is Better	10%	10%	5.9% (GREEN)	⬇	5.2%	⬆	6.7%	The percentage of Corporate Complaints escalated to Stage 2 between April and December (5.9%) was better than target (10%) and better than the same period last year (6.7%). With the majority of complaints addressed to a satisfactory standard within each Service at Stage 1, very few complaints are escalated to Stage 2.	**Corporate Health** *Local performance indicator*
ISS10 (C)	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (%)	Bigger is Better	95%	95%	95% (76,628 of 80,276) (GREEN)	⬇	96% (50,077 of 52,422)	⬇	96% (65,831 of 68,775)	There were 76,628 invoices paid within 30 days of receipt out of a total of 80,276 invoices received (95%). This is on target (95%) and only slightly worse than the same period last year (96%). As the Council increases the use of online invoicing (iSupplier), the amount of paper invoices should decrease, which will improve the speed of processing.	**Corporate Health** *Local performance indicator*

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CS1 (C)	Percentage of customers satisfied with the Contact Centre (%)	Bigger is Better	85%	85%	90% (13,852 of 15,429) (GREEN)	→	90% (10,567 of 11,725)	↑	88% (13,837 of 15,697)	Of the 15,429 customers that completed a satisfaction survey between April and December, 13,852 (90%) were satisfied with the Contact Centre (Call Centre and the PASC). Performance has been maintained from the previous quarter (90%) and is not only better than target (85%) but also better than the same period last year (88%).	**Customer Services** *Local performance indicator*
CS2 (C)	Call abandon rates (%)	Smaller is Better	10%	10%	8.7% (26,904 of 309,736) (GREEN)	↑	10.1% (21,201 of 210,502)	↑	13.2% (29,202 of 221,784)	Performance continues to improve with only 8.7% of calls abandoned between April to December compared with 13.2% during the same period last year. This improved performance is despite the number of calls increasing by 87,952 this year due to a channel shift away from face-to-face contact and more services migrating into the Contact Centre.	**Customer Services** *Local performance indicator*
CS3 (C)	Percentage of automated transactions (%)	Bigger is Better	30%	30%	29% (149,624 of 522,917) (GREEN)	↑	28% (99,352 of 351,746)	-	New indicator	The percentage of automated transactions between April to December (29%) is within target tolerance. As this is a new indicator it is not possible to compare against the same period last year, however, there has been a slight improvement compared with the last quarter. Further initiatives, such as the introduction of parking permits online, are expected to increase performance further.	**Customer Services** *Local performance indicator*
CS1 (C)	Percentage of Council Tax collected (%)	Bigger is Better	97%	86%	86% (£106.6m) (GREEN)	-	58% (£72.4m)	→	86% (£104.6m)	There has been £106.6m of Council Tax collected between April and December (86%). This is on target (86%) and the same as last year (86%). We are on track to achieve target, even with the increase in 2014/15.	**Exchequer & Transactional Services** *Reported to Department Communities & Local Govt (DCLG)*

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CS2 (C)	Percentage of National Non-Domestic Rates collected (NNDR) (%)	Bigger is Better	98%	85%	84% (£63.4m) (GREEN)	-	58% (£43.9m)	→	84% (£63.6m)	The targets for the current year were set in 2013/14, based on the profiled income received in that year. As part of government measures to assist businesses, however, payments can now be made over 12 instalments rather than 10. The cash profile, based on the revised profiling, indicates that with remedial action to monitor accounts, collection should remain on target for the end of the year.	**Exchequer & Transactional Services** *Reported to Department Communities & Local Govt (DCLG)*
CS3 (C)	Speed of processing new Housing Benefit/Council Tax Support claims (days)	Smaller is Better	24 days	24 days	18 days (GREEN)	→	18 days	↑	29 days	Performance between April and December (18 days) is better than target (24 days) and the same period last year (29 days). New claim processing is prioritised above all other benefit claim types to ensure people in need receive help with their rent and council tax payments.	**Exchequer & Transactional Services** *Reported to Department for Work and Pensions (DWP)*
CS4 (C)	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (days)	Smaller is Better	16 days	16 days	12 days (GREEN)	↑	13 days	↑	16 days	Exchequer & Transactional Services are making efficient use of additional resources to maintain and improve benefit processing. This is proving successful as performance for April to December (12 days) is better than target (16 days) and better than the same period last year (16 days).	**Exchequer & Transactional Services** *Reported to Department for Work and Pensions (DWP)*
CS10 (C)	Percentage of Member/MP Enquiries completed within 10 days (%)	Bigger is Better	90%	90%	80% (RED)	↑	79%	↓	81%	The percentage of Member Enquiries completed within 10 days between April and December (80%) was worse than target (90%) and slightly worse than the same period last year (81%). Corrective Action: A review was undertaken last year and a revised process is about to be rolled out for customer and Member complaints. This new process is designed to improve complaint responses.	**Corporate Health** *Local performance indicator*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CI1 (R)	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	10.2 days (RED)	↓	10.1 days	↓	9.7 days	Performance is based on a rolling 12 month average. Performance (at 10.2 days) is currently worse than target (7.6 days) and worse than at the same point last year (9.7 days). Havering also has a higher proportion of employees who are absent long-term than the London-wide average. Corrective Action: Corporate Management Team (CMT) has agreed that managers who do not robustly manage sickness absence in their teams will automatically be graded at level 2 out of 4 (requires development) in their annual performance appraisal in order to encourage active management of absence. CMT has also agreed funding for two fixed term HR resources for one year to be deployed to assist managers with proactively managing sickness cases.	**Corporate Health** *Local performance indicator*

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CSP1 (C)	Number of burglaries reported	Smaller is Better	2,252	1,598	1,427 (GREEN)	–	852	↑	1,700	There were 171 fewer burglaries reported between April to December (1,427) than target (1,598) and 273 fewer than the same period last year (1,700). We are currently exceeding the MOPAC target of reducing offending by 20% by March 2016 with a reduction to date of -26.8%.	**Corporate Policy & Community** *Reported to Mayor's Office for Policing and Crime (MOPAC)*

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
CSP2 (C)	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,910	4,787	3,906 (GREEN)	–	2,861	–	4,616	There were 881 fewer ASB complaints reported to the police between April and December (3,906) than target (4,787). As the classification codes for these incidents were changed in October 2013, it is not possible to compare performance against the same period last year.	**Corporate Policy & Community** *Reported to Mayor's Office for Policing and Crime*
ASCOF 2C(i)a (C)	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7.0	7.0	4.1 (GREEN)	→	4.1	↑	5.0	The overall rate of delayed transfers of care from hospital between April and December (4.1 per 100,000) is better than target (7.0 per 100,000) and better than the same period last year (5.0 per 100,000). Performance in this area is continually monitored following the creation of the Joint Assessment and Discharge Team.	**Adult Social Care** *Reported to Department of Health (DH)*
PH3a (C)	Percentage of eligible patients offered an NHS Health Check (%)	Bigger is Better	20%	10% (Q2)	10.4% (7,016 of 67,265) (Q2) (GREEN)	–	6.1% (4,080 of 67,265) (Q1)	↑	8.1% (5,521 of 68,358) (Q2)	For data validation purposes, there is a time lag of one quarter for this indicator. There were 7,016 eligible patients (10.4%) offered an NHS Health Check between April and September out of 67,265. This is better than target (10%) and better than the same period last year (8.1%). This means an additional 1,495 eligible patients were offered an NHS Health Check compared to last year.	**Public Health** *Local performance indicator* *(The statutory return to the DH uses less accurate population data)*

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance	Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)		Comments	Service
PH3b (C)	Percentage of eligible people receiving an NHS Health Check (%)	Bigger is Better	66%	33% (Q2)	18% (2,441 of 13,453) (Q2) (RED)	-	7% (923 of 13,453) (Q1)	⬇	24% (2,717 of 11,280) (Q2)	For data validation purposes, there is a time lag of one quarter for this indicator. There were 2,441 eligible patients (18%) that received an NHS Health Check between April and September out of a possible 13,453. This is worse than target (33%) and the same period last year (24%). Corrective Action: Under performance continues to be addressed by developing cluster arrangements with Havering GPs Federation, putting in place improvement plans, attending nurse and practice manager meetings, undertaking training and developing marketing materials.	**Public Health** *Local performance indicator* *(The statutory return to the DH uses less accurate population data)*
PH1 (C)	Chlamydia diagnoses	N/A	475	356	297	-	190	-	359	The number of chlamydia diagnoses between April and December (297) is lower than target (356) and lower than the same period last year (359). The commissioned provider will focus on increasing screening by primary care and sexual health services. Targeted outreach will also engage with high risk groups less likely to engage with these healthcare services (e.g. vulnerable young people and young offenders).	**Public Health** *Reported to Department of Health (DH)*
ASCOF 2C(i)b (C)	Rate of delayed transfers of care from hospital per 100,000 population (monthly average)	Smaller is Better	135.5	135.5	Not available	-	351.9	-	New indicator	The outturn for Q3 will not be available until Q4 as data is taken from external sources.	**Adult Social Care** *Reported to Department of Health (DH)*

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Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 3 Target	2014/15 Quarter 3 Performance		Short Term DOT against 2014/15 (Q2)		Long Term DOT against 2013/14 (Q3)	Comments	Service
TBC	Health Premium Indicator (1)	Under review	Under review	Under review	Not available	-	Not available	-	New indicator	Performance for this measure will be monitored once the indicator has been confirmed.	**Public Health** *To be confirmed*
TBC	Health Premium Indicator (2)	Under review	Under review	Under review	Not available	-	Not available	-	New indicator	Performance for this measure will be monitored once the indicator has been confirmed.	**Public Health** *To be confirmed*

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