



# CABINET

<b>7.30 pm</b>	<b>Wednesday 13 April 2016</b>	<b>Council Chamber - Town Hall</b>
----------------	------------------------------------	--

Members 9: Quorum 5

Councillor Roger Ramsey (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
Councillor Damian White	Housing
Councillor Robert Benham	Environment
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Meg Davis	Children and Learning
Councillor Osman Dervish	Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management
Councillor Ron Ower	Housing Company Development and OneSource Management

**Andrew Beesley**  
**Committee Administration Manager**

**For information about the meeting please contact:**  
**Grant Soderberg tel: 01708 433091**  
**e-mail: [grant.soderberg@onesource.co.uk](mailto:grant.soderberg@onesource.co.uk)**



**Please note that this meeting will be webcast.  
Members of the public who do not wish to appear  
in the webcast will be able to sit in the balcony,  
which is not in camera range.**

## **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.

## **AGENDA**

### **1 ANNOUNCEMENTS**

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

### **2 APOLOGIES FOR ABSENCE**

(if any) - receive

### **3 DISCLOSURES OF INTEREST**

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

### **4 MINUTES (Pages 1 - 24)**

To approve as a correct record the minutes of the meeting held on 10 February 2016, and to authorise the Chairman to sign them.

### **5 IMPROVING ROAD SAFETY OUTSIDE OUR SCHOOLS & ACROSS THE WIDER BOROUGH (Pages 25 - 40)**

### **6 AFFORDABLE HOUSING - COMMUTED SUMS PLANNING GUIDANCE NOTE (Pages 41 - 64)**

### **7 CORPORATE PLAN 2016-17 (Pages 65 - 72)**

### **8 CORPORATE PERFORMANCE REPORT - Q3 2015-16 (Pages 73 - 98)**

This page is intentionally left blank



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 10 February 2016**  
**(7.30 - 9.50 pm)**

**Present:**

Councillor Roger Ramsey (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
Councillor Damian White	Housing
Councillor Robert Benham	Environment
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Osman Dervish	Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management
Councillor Ron Ower	Housing Company Development and OneSource Management

Apologies were received for the absence of Councillors Meg Davis.

Councillors Ray Morgon, Jeffrey Tucker, Keith Darvill, Graham Williamson and Raymond also attended.

There was a member of the press present.

Unless otherwise indicated, all decisions were agreed unanimously with no Member voting against.

**40 MINUTES**

The minutes of the meeting held on 20 January 2016 were agreed as a correct record and were signed by the Chairman.

**41 THE COUNCIL'S BUDGET 2016/17**

*Councillor Roger Ramsey, Leader of the Council, introduced the report*

The Leader reminded those present about the general economic and fiscal climate which the current budget had to address. He stated

that the continuing Government policy of cutting funding to local authorities placed an ever increasing burden on them to deliver services with diminishing resources. This was the context within which the 2016/17 budget was being set and the report before Cabinet identified the Council's overall policy direction, statutory duties and financial strategy.

The Council's budget needed to reflect the level of funding allocated to it by the Government. Cabinet received reports in November and December 2015 which provided an update on developments at the national level and the consequential impact on local government funding and set out information on the financial position within Havering.

The November report also set out the Council's long term financial strategy to manage the implications of funding reductions and cost pressures over the next three years. It contained specific proposals to bridge the funding gap for the next two years, but left a funding gap of £2.4m in 2018/19 which required further steps to be taken in order to close it.

A further report was submitted to Cabinet on 20 January 2016 which updated Members on the Local Government Financial Settlement, the impact on the proposed financial strategy for the coming financial year and the latest in-year financial monitor. The report informed Cabinet that the three-year funding gap had increased from £2.4m to £12.5m including £5.6m relating to 2016/17. The draft strategy recommended in the current report included a range of additional measures which were intended to bridge the gap for 2016/17. Further reports would be submitted to Cabinet during the course of 2016/17 to consider the options for bridging the gap for the financial year 2017/18 and beyond.

The current position was that there would be an increase in the Havering element of the Council Tax of 1.99% plus a 2.00% precept for Adult Social Care.

Final confirmation of the Greater London Authority (GLA) precept was expected at the meeting of the London Assembly which would take place on 22 February 2016. The Mayor had proposed a reduction in the current precept, as previously advised to Cabinet, and this had been the subject of a similar consultation process.

The Leader added that on the assumption that this was to be approved by the London Assembly, the combined band D figure would rise to £1,543.64 - an increase of 1.96%.

The Leader reported to Cabinet that the Council had received, in the previous days, notification of a Transition Grant in the order of £1.4 million for the current year and the year following. This would effectively mean that the reserves, which it appeared would need to be used, could now be left untouched.

Cabinet was also informed that the draft minutes from the Overview and Scrutiny Board's consideration of the budget proposals had been received and the Leader said he was pleased to note that the Board, having deliberated over the report, had found nothing which it wished to bring to Cabinet's attention. He thanked the Board for its review and added that there were undoubtedly areas which were in the appendices containing the cost-saving proposals from the various services, which Overview and Scrutiny might wish to examine in detail and, on behalf of the Executive, he welcomed its input. The draft minutes of the Overview and Scrutiny Board are attached to these minutes.

### **Reasons for the Decision**

The Council was required to set a budget for 2016/17 and, as part of that process, undertake relevant consultation in respect of the proposals included within the budget.

### **Alternative Options Considered**

There were no alternative options insofar as setting a budget was concerned. There were, however, options in respect of the various elements of the budget. These were considered in preparing the budget and covered such issues as alternative savings proposals, the totality of budgetary pressures and different levels of Council Tax.

Cabinet:

1. **Considered** the advice of the Chief Finance Officer as set out in Appendix H when it recommended the Council budget.
2. **Approved** the following budgets for 2016/17:
  - The Council's draft General Fund budget as set out in Appendix E, formulated on the basis of:
    - An ELWA levy based on the anticipated budget and levy increase, and
    - The other assumptions set out in the report.
  - The delegated schools' draft budget
  - The capital programme as set out in Paragraph 3.28 of the report and Appendix I,
3. **Delegated** to the Chief Executive and Deputy Chief Executives the implementation of the 2016/17 capital and revenue proposals once approved by Council unless further reports or Cabinet Member authorities were required as detailed in the report.
4. **Agreed** that the Deputy Chief Executive Communities and Resources be authorised to allocate funding from the Capital contingency included within the draft capital programme.

5. **Agreed** that the relevant Cabinet Member, together with the Leader, be delegated authority to commence tender processes and accept tenders for capital schemes included within the approved capital programme.
6. **Agreed** that to facilitate the usage of unringfenced resources, the Chief Executive and Deputy Chief Executives would review any such new funds allocated to Havering; make proposals for their use; and get them approved by the Leader and the Cabinet Member for Financial Management.
7. **Delegated** to the Chief Executive and Deputy Chief Executives the authority to make any necessary changes to services and the associated budgets relating to any subsequent specific grant funding announcements, where delays might otherwise have an adverse impact on service delivery and/or budgetary control, subject to consultation as appropriate.
8. **Approved** the schedule of Fees and Charges set out in Appendix K, with any recommended changes in-year being implemented under Cabinet Member delegation.
9. **Agreed** that if there were any changes to the GLA precept and/or levies, the Chief Executive should be authorised to amend the recommended resolutions accordingly and report these to Council on 24 February 2016.

**That in addition, Cabinet Recommends to Council:**

10. The General Fund budget for 2016/17
  - The Council Tax for Band D properties and for other Bands of properties, all as set out in Appendix E to the report, as revised and circulated for the Greater London Authority (GLA) Council Tax.
  - The delegated schools' budget for 2016/17, as set out in Appendix F of the report.
  - The Capital Programme for 2016/17 as set out in paragraph 3.28 and supported by Annexes 2, 3 and 4 of Appendix I of the report.
11. That it pass a resolution as set out in section 3.32.5 of the report to enable Council Tax discounts to be given at the existing level



42 **TREASURY MANAGEMENT STRATEGY STATEMENT, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION STATEMENT FOR 2016/17**

*Councillor Clarence Barrett, Cabinet member for Financial Management, introduced the report*

Cabinet was reminded that in February 2011 the Authority had adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which required the Authority to approve a treasury management strategy before the start of each financial year.

In addition, the Department for Communities and Local Government (CLG) had issued revised Guidance on Local Authority Investments in March 2010 which required the Authority to approve an investment strategy before the start of each financial year.

Cabinet was informed that since the report before it had been published, additional information had been received and Members were asked to agree to some additional text – concerning the Housing Development Company – to be added to the report. The reason for this request was to make clear that the funding arrangements and accounting treatment of the Housing Development Company had been properly reflected in the strategy, though some expenditure made by the Company and supported by the Council, might not fall within the strict definition of “capital expenditure” and the intention of the additional text was to ensure that all of the Company's activities were reflected in the financial strategy and in particular the TMSS. The additional text is appended to these minutes.

Councillor Barrett added that provision for Capital Expenditure from development and regeneration projects, including those relating to the Housing Development Company had already been reflected in the draft Capital Programme and the TMSS.

The report currently before Cabinet fulfilled the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA code and CLG guidance

The Council was also required to receive and approve - as a minimum - three main reports each year, which incorporated a variety of policies, estimates and actuals.

The Treasury Management Strategy Statement (The current report) – was the first, and most important and covered:

- The borrowing and investment strategies
- Treasury Management indicators
- Prudential Indicators
- a Minimum Revenue Provision Policy (how residual capital expenditure is charged to revenue over time)

A Mid-Year Treasury Review – which would provide an update on the prudential and treasury indicators and would include information on the current treasury position.

An Annual Treasury Report – which would provide details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

**Reasons for the decision:**

The statutory Codes set out that the Council ought to approve a Treasury Management Strategy Statement, the MRP Strategy and the Prudential Indicators.

**Other options considered:**

The CLG Guidance and the CIPFA Code did not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer, having consulted with the Cabinet Member for Financial Management believed that the strategy set out in the report represented an appropriate balance between risk management and cost effectiveness. Some alternative strategies - with their financial and risk management implications - are listed below.

<b>Alternative</b>	<b>Impact on income and expenditure</b>	<b>Impact on risk management</b>
Invest in a narrower range of counterparties	Interest income will vary depending on the counterparties used	Lower chance of losses from credit related defaults, but any such losses will be greater
Invest in a wider range of counterparties	Interest will again vary depending on the counterparties used.	Increased risk of losses from credit related defaults, but any such losses will be smaller
Invest in deposits with a longer duration	Interest income will be higher	Increased risk of losses from credit related defaults and a reduction in liquidity
Invest in deposits with a shorter duration	Interest income will be lower	Decreased risk of losses from credit related defaults and an increase in liquidity
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain

Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs will be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain and there may be additional costs occurred from restructuring

**Cabinet approved:**

1. The Treasury Management Strategy Statement (TMSS) including the additional text submitted after the agenda had been published.
2. The Prudential Indicators set out in Appendix B of the report
3. The Annual Minimum Revenue Provision statement for 2016/17 set out in Appendix C of the report

**43 HRA BUDGET FOR 2016/2017 AND HRA MAJOR WORKS CAPITAL PROGRAMME 2016/17 - 2018/19**

*Councillor Damian White, Cabinet member for Housing, introduced the report*

Cabinet was informed that the report set a budget for the Council's Housing Revenue Account (HRA) and HRA Major Works Programme and that it also provided an update to the 10 year HRA Business Plan.

The HRA remained a ring-fenced account that was used to manage the Council's own housing stock. The proposed budget would enable the Council to manage the stock to a reasonable standard and to maintain the stock to the Decent Homes standard. It further set rents, service charges and other charges for Council tenants for the year 2016/17.

It was drawn to Members attention that in the HRA rent-setting report for the previous year the following paragraph had explained the rent-setting strategy for 2015/16 onwards and the rules that applied at that time on which Local Authorities had built their HRA business plans:

*"The Housing Revenue Account is sound and is able to invest in its stock, and develop new homes over the coming three years.*

*However, due to a recent change in the Government's rules on rent increases, the former system of rent restructuring is being abolished in 2015/16 and future rent increases are designed to be limited to no more than the Consumer Price Index (CPI) + 1%. The Council plans to move to the new system in 2016/17, but has to take the opportunity which remains in this year, to move its rents to target rents immediately. This will remove the inequality between properties that currently exists. At present it is possible for identical properties to have different rents, because of the transitional nature of the rent restructuring plan. By moving immediately, in one year, to target rents, this inequality will be eliminated. All rents will be at target rents; additional rental income will be available to invest in the housing stock, and in new homes, and future rent increase for the next 10 years will be in line with inflation pressures as expressed by the CPI. In addition, if the Council did not move its rents to target rents, this opportunity would be lost and a regime of CPI + 1%, if applied immediately would have lost the Council's Business Plan £100m over the life of the Plan."*

Despite this level of rent increase, Havering's rents remained in the lowest quartile in London during the year 2015/16.

Cabinet was reminded that after the General Election in May 2015, the new Government had made various financial decisions that were focussed on maintaining the austerity measures to reduce the public sector borrowing figures and, in particular, to reduce welfare benefits expenditure. In June 2015 the Government had announced that, in order to help reduce welfare benefit expenditure by £1.45bn it was changing the way social housing rents were to be charged. Government announced that rather than allowing any increase - as stated in the paragraph above - social housing rents would be reduced by 1% per year for the four years from 2016/17. Within the last month, the government had announced that supported housing - including sheltered housing - was to be exempt from the rent reduction for one year.

The technical detail regarding the reduction and how local authorities are to effect the change were currently passing through Parliament. This meant that, unusually, officers did not have the prescribed calculation method. Officers were also assuming that the calculation method for the increase in rent for supported housing would be the original CPI +1% calculation. The CPI figure used for this calculation was the preceding September figure. As the CPI for September 2015 was -0.1%, the rent rise figure would be 0.9%. The report had therefore been presented to Cabinet with the best information available to officers at the time.

Cabinet was asked to note that in order to change any HRA rent liability, the Local Authority had to notify tenants and give 28 days' notice of any change once the authority had made a properly

constituted decision of that change. This meant that following Cabinet's decision on rent levels to be charged in any year, the Local Authority was obliged to write to all tenants to inform them of the new rent liability for the following 12 months. In order to achieve this and make the new charge effective from the first week of April 2016, notification would have to be sent to tenants by the first week of March.

It was for the above reasons, that the report differed from previous years in the recommendations it was seeking approval for. As the precise calculation was as yet unknown, the report provided indicative levels of rent following a 1% reduction and the CPI + 1% rise for supported housing. It also sought approval to delegate the final decision on the exact amounts charged to the Cabinet Member for Housing and the Deputy Chief Executive - Communities and Resources. This would enable Cabinet to make a decision on the 2016/17 rent levels whilst enabling the precise amounts to be amended once the final calculation methods were announced, without any need for further referral back to Cabinet.

#### **Reasons for the decision:**

The Council was required to set the housing rent, service charges and a budget in accordance with the Local Government and Housing Act 1989.

#### **Alternative Options Considered**

There were no alternative options insofar as setting a budget was concerned. However, there were options in respect of the various elements of the budget. These were considered in the preparation of the budget and covered such elements as the rent and service charge increases, budget growth and major works programme proposals.

Cabinet:

1. **Approved** the Housing Revenue Account Budget as detailed in Appendix 1 of the report.
2. **Agreed** that the average rents chargeable for tenants in general needs Council properties owned by the London Borough of Havering be decreased by 1% from the w/c 4 April 2016 in line with the indicative figures contained in paragraph 2.1.6 of the report.
3. **Agreed** that the average rents chargeable for tenants in supported housing Council properties, such as sheltered housing and hostels, owned by the London Borough of Havering, be increased by 0.9% from the w/c 4 April 2016 in line with the indicative figures contained in paragraph 2.1.6 and 2.1.7 of the report.

4. **Delegated** agreement of the exact amounts chargeable to the Cabinet Member for Housing and the Deputy Chief Executive - Communities and Resources, following publication by Government of the rent calculation formula.
5. **Confirmed** the four rent-free weeks for 2016/17 as being: w/c 22 August 2016, the two weeks commencing 19 and 26 December 2016, and the week commencing 27 March 2017.
6. **Confirmed** that service charges and heating and hot water charges for 2016/17 would remain the same as in 2015/16 as detailed in paragraph 2.2.2 of the report.
7. **Confirmed** that the service charge for homeless households accommodated in the Council's hostels should remain unchanged for 2016/17 as detailed in paragraph 2.2.3 of the report.
8. **Confirmed** that charges for garages should remain unchanged for 2016/17 as detailed in paragraph 2.3.1 of the report.
9. **Confirmed** that the service charge for the provision of security and support in sheltered housing (first introduced in 2015/16) should remain unchanged for 2016/17 as detailed in paragraph 2.4.1 of the report.
10. **Confirmed** that the Careline support charge would remain unchanged for 2016/17 as detailed in paragraph 2.5.1 of the report.
11. **Confirmed** that the Telecare support charges should remain unchanged for 2016/17 as detailed in paragraph 2.5.1 of the report.
12. **Confirmed** that the £0.5m identified in the budget for 2015/16 to fund the replacement of the Housing Management system would be carried forward to 2016/17.
13. **Agreed** the HRA Major Works Capital Programme, detailed in Appendix 2 of this report and **referred it to full Council** for final ratification.
14. **Delegated** authority to agree individual environmental improvement works in the Capital Programme to the Cabinet Member for Housing and the Deputy Chief Executive of Communities and Resources following recommendation from the Head of Housing Services and the identification of appropriate funding.
15. **Agreed** that a further report should be presented to Cabinet in September 2016 with an amended HRA Business Plan.

44 **LONDON BOROUGH OF BEXLEY JOINING THE ONESOURCE JOINT COMMITTEE**

*Councillor Ron Ower, Cabinet member for the Housing Company Development and oneSource Management, introduced the report*

Cabinet was informed that as part of oneSource's commitment to provide a stronger base and continue driving down costs, the report before Cabinet recommended approval for the London Borough of Bexley to join the oneSource partnership currently between Havering and Newham. This arrangement required executive agreement to Bexley becoming a member of the Joint Committee and agreement to the variation to the Joint Committee agreement provided for Members at Annex A of the report.

It was intended that Bexley's Financial Services would join oneSource initially with their agreement to delegate the relevant functions to the Joint Committee. The three partner authorities would then explore sharing other back-office services with a view to their joining oneSource in future phases if the parties agreed. The savings achieved by eliminating duplication and improving processes and maximising efficiency across the finance service would be shared across all three boroughs using an agreed formula.

Sharing the finance service of another council would give greater resilience to the combined service and therefore to each council. The inclusion of the finance service of Bexley demonstrated to other councils that it would be relatively straight-forward to join oneSource and make savings. This might help to attract further partners/customers thus generating further savings.

**Reasons for the decision:**

- Sharing services with Bexley would lead to minimum savings of £132k for Havering. Savings could increase if further services were shared.
- Sharing the finance service of another council would give greater resilience to the combined service and therefore to each council.
- The inclusion the finance service of Bexley would demonstrate to other councils that it was relatively straight-forward to join oneSource and make savings. This might help to attract further partners/customers thus generating further savings.

**Other options considered:**

As Bexley was only interested in sharing services through joining the existing Joint Committee arrangements no other option had been considered. If the proposal was not agreed, the potential to expand oneSource services and deliver greater resilience and deliver savings as set out in the report could not be achieved.

Cabinet:

1. **Agreed** to the London Borough of Bexley joining oneSource as a member of the Joint Committee.
2. **Agreed** to the shared delivery of financial services and functions with Bexley as set out in the report and its appendices.
3. As recommendations 1 and 2 above were agreed, **confirmed** the revised Joint Committee and Delegation Agreement attached in Annex A to the report.
4. **Delegated** to the Managing Director of oneSource in consultation with the Cabinet Member for Value, all further actions and decisions required to finalise the revised Joint Committee Agreement.
5. **Noted:**
  - a) That further negotiations were taking place for additional services to be added to oneSource
  - b) That the revised Distribution Formula attached as Schedule D to the Agreement with the recalculation of the funding agreement percentages were to be finalised as soon as practicable in the next financial year after the final budgets were known for each Joint Committee member.

45 **AGREEMENT TO ADOPT THE RAINHAM AND BEAM PARK MASTERPLAN AND PLANNING FRAMEWORK AS NON STATUTORY PLANNING GUIDANCE**

*Councillor Ron Ower, Cabinet member for the Housing Company Development and oneSource Management, introduced the report*

Cabinet was reminded that following its approval on the 24 September 2014 of the Rainham and Beam Park Housing Zone project, a bid had been submitted to the Greater London Authority (GLA). The submission had been successful and Havering's status as a "Housing Zone Borough" was announced on the 25 June 2015. The Council entered into the Overarching Borough Agreement with Cabinet approval on 4 November 2015.

Underpinning the Housing Zone vision was the transformation of the A1306 and the major residential development sites that flanked it, from that of a post-industrial legacy of decline into a thriving new residential community designed and built around "garden suburb" principles of high quality design, enhanced open space provision,



social infrastructure and access to public transport and employment opportunities

The Rainham and Beam Park Masterplan and Planning Framework document (attached as appendix A to the report) articulated that vision and the Council's investment priorities in the area and – importantly - set out the robust guiding design principles that would shape the quality of the developments that would be coming forward. It set a clear vision - supported by key design and development principles - that would ensure a coherent approach to any development activity. The Framework sought to avoid the dangers of a piecemeal approach to site delivery, with developments that were of low quality design, inward looking and poorly connected to a functioning neighbourhood.

The Rainham and Beam Park Masterplan and Planning Framework would function as adopted non-statutory planning policy and would form part of the evidence and policy base of the forthcoming Local Plan.

**Reasons for the decision:**

It was recommended that Members approve the Rainham and Beam Park Masterplan and Planning Framework. The Masterplan was intended to form part of the evidence base for the new Havering Local Plan, superseding the Havering Local Development Framework, it included recommendations to inform and support proposed future site allocations and policy subject to Member approval. The Framework was consistent with the national and Mayoral planning policy which promoted the importance of a planned approach to development.

As a non-statutory document that was not formal planning policy it would give the Council a tool to use when discussing applications with developers and it would have the status of a material planning consideration. Applications could be discussed on a site by site basis within the guidelines for the character area and with a key focus on the quality of design and the appropriateness of material choices.

**Other options considered:**

Not developing a Rainham and Beam Park Masterplan and Planning Framework – REJECTED. From officer discussions with the GLA, housing associations and developers, it was clear that proposals for new housing were already coming forward for sites in the proposed Rainham and Beam Park Masterplan and Planning Framework area, and also that additional sites would be marketed soon, including by the GLA itself.

Without an effective framework to guide developments, the likelihood was that development would proceed, but in a piecemeal manner and with limited Council ability to guide quality of design and provide

community facilities, with a possible prospect of development resulting in future liabilities to the Council. With piecemeal developments, developers could argue against increased financial contributions to infrastructure and affordable housing on the grounds that their development in isolation had only a minimal impact on the area and that London's general housing shortage outweighed the need for contributions.

Cabinet

1. **Agreed** to adopt the Rainham and Beam Park Masterplan and Planning Framework as a non-statutory planning policy document that would be a material planning consideration when considering development proposals in the Rainham and Beam Park area.
2. **Agreed** to the Council working proactively with developers and key stakeholders to bring forward developments that met the aspirations of the Masterplan and Planning Framework and to take forward the actions proposed in the Masterplan and Planning Framework.

#### 46 HOUSING ZONE GATEWAY DELIVERY STRATEGY

*Councillor Ron Ower, Cabinet member for the Housing Company Development and oneSource Management, introduced the report*

Cabinet was informed that the report before it sought its approval to implement the Housing Zone Land Acquisition Strategy which included approval in principle to the making of a Compulsory Purchase Order (CPO) to enable the acquisition of the land interests that could not be acquired by private treaty as well as the use of officer time and resources to facilitate the relocation of businesses within the area affected.

Cabinet was reminded that following its approval on the 24 September 2014, the Rainham and Beam Park Housing Zone bid was submitted to the GLA. The submission had been successful and Havering's status as a "Housing Zone Borough" was announced on the 25 June 2015. Cabinet had approved the Overarching Borough Agreement authorising the Council's entry into the funding contract with the GLA on the 4 November 2015.

The vision for the Housing Zone was the transformation of a declining industrial area into a vibrant new residential community providing much needed new housing including family homes, plus social, physical and green infrastructure with access to public transport and employment opportunities.

The acquisition of the Gateway sites and other sites along the A1306 would act as a catalyst to kick-start development activity and unlock development opportunities along the New Road in Rainham. This would create a major opportunity to build a new, strong, sustainable community with its own identity based around the new railway station and local centre at Beam Park; integrating and improving connectivity between existing and proposed new residential neighbourhoods.

The key elements of the Land Acquisition Strategy were stakeholder engagement and consultation, land assembly and business relocations.

The strategy would implement the most economically beneficial approach to delivering the land assembly programme in order to kick-start and catalyse comprehensive residential development across the Housing Zone.

The Council would engage with landowners to purchase their sites through private treaty negotiations. If necessary, a CPO will be used to ensure that sites not acquired by private treaty can be acquired to enable the Housing Zone objectives to be achieved.

#### **Reasons for the decision:**

#### **Supporting the Housing Zone**

The Housing Zone Land Acquisition Strategy supports the delivery of the Housing Zone objectives enabling the assembly of sites to catalyse and kick start comprehensive residential development. This will in turn encourage the market to come forward and participate in the delivery of high quality viable development schemes in the area.

#### **Other options considered:**

Not implementing the Housing Zone Land Acquisition Strategy–**REJECTED**. Without Housing Zone Land Acquisition Strategy the Council will be unable to acquire the land necessary to promote comprehensive residential development in the A1306 gateway. Without this intervention the existing low value commercial land uses would remain in place and infrastructure would not be improved. It will also not be possible to facilitate comprehensive residential development and any residential development that is brought forward is likely to be poor quality and piecemeal. It will fail to deliver the required mix, tenures or typology necessary to meet the objectives of the Housing Zone.

Cabinet:

1. **Agreed** to the Council entering into direct negotiations with land-owners to purchase sites by private treaty as the opportunities arose.

2. **Agreed** to the Council implementing the Housing Zone Land Acquisition Strategy including the principle of using the Council's CPO powers to acquire land interests the extent of which were shown in the annexed plan to the report edged red (Appendix One) and thereby embarking on the formalities necessary for the making of the CPO.
3. **Agreed** to the Council in principle using the Council's Capital Contingency to fund land acquisitions to the value of £1.2m.
4. **Agreed** to the Council working with its wholly-owned company Mercury Land Holdings to bring forward quality housing either on its own or in partnership with other developers on land acquired.
5. **Delegated** to the Leader of the Council, the Cabinet Member for the Housing Company Development & One Source Management and the Group Director Community and Resources, the authority to approve the making of a CPO for confirmation by the Secretary of State.
6. **Delegated** to the Leader of the Council, the Head of Property and the Group Director Community and Resources, the authority to approve land negotiations and the acquisition of sites by private treaty by various means and to approve the relocation of businesses within the A1306 corridor where appropriate.

---

**Chairman**

**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
3 February 2016 (7.00 - 8.45 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	+Ray Best, +Garry Pain, Dilip Patel, Viddy Persaud, Carol Smith and Linda Trew
<b>Residents' Group</b>	June Alexander, Barbara Matthews and Ray Morgon
<b>East Havering Residents' Group'</b>	Gillian Ford (Chairman) and +Darren Wise
<b>UKIP Group</b>	Ian de Wulverton and Lawrence Webb (Vice-Chair)
<b>Independent Residents' Group</b>	David Durant and Graham Williamson

Apologies were received for the absence of Councillors John Crowder, Robby Misir and Linda Hawthorn.

+Substitute members: Councillor Ray Best (for John Crowder), Councillor Garry Pain (for Robby Misir) and Councillor Darren Wise (for Linda Hawthorn).

All decisions were taken with no votes against.

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

**35 MINUTES**

The minutes of the meetings held on 7 October, 24 November, 9 December 2015 and 12 January 2016 were agreed as correct records and signed by the Chairman.

**36 CORPORATE PERFORMANCE REPORT - QUARTER 2 2015/16**

The report before Members set out the Quarter 2 Performance Report 2015/16 that had previously been considered by Cabinet.

Also appended to the report was the Quarter 2 2015/16 Demand Pressure Dashboard which illustrated the growing demands on the Council's services

and the context that the performance levels set out in the report had been achieved within.

Members noted that 71% of the performance indicators had a RAG status of Green and 29% had a RAG status of Red or Amber.

The Council's performance on making Havering a clean borough had been positive, with **73%** (11 of 15) indicators performing within target tolerance.

The Council's performance on ensuring Havering was a safe borough had been very positive, with **61%** (22 of 36) indicators performing within target tolerance.

The Council's performance on ensuring Havering's residents were proud to live in the borough had been very positive, with **81%** (22 of 27) indicators performing within target tolerance and **52%** (14 of 27) indicators showing an improvement on the previous quarter.

Members **reviewed** the pressures set out in Appendix 1 and **noted** the content of the Demand Pressures Dashboard in Appendix 2.

## 37 **THE COUNCIL'S FINANCIAL STRATEGY**

The report before Members outlined the context within which the 2016/17 budget was being set and identified the Council's overall policy direction, statutory duties and financial strategy.

The Council's budget needed to reflect the level of funding allocated to it by the Government. Cabinet had received reports in November and December 2015 that provided an update on developments at the national level and the consequential impact on local government funding and set out information on the financial position within Havering.

The November report also set out the Council's long term financial strategy to manage the implications of funding reductions and cost pressures over the next three years. It contained specific proposals to bridge the funding gap for the next two years, but left a funding gap of £2.4m in 2018/19 which required further steps to be taken in order to close that gap.

A further report had been made to Cabinet on 20 January 2016 which updated Members on the Local Government Financial Settlement, the impact on the proposed financial strategy for the coming financial year and the latest in year financial monitor. The report advised Cabinet that the three year funding gap had increased from £2.4m to £12.5m including £5.6m relating to 2016/17. The draft strategy recommended in the report included a range of additional measures which were intended to bridge the gap for 2016/17. Further reports would be made to Cabinet during the course of 2016/17 to consider the options for bridging the gap for the financial year 2017/18 and beyond.

The current position was that there would be an increase in the Havering element of the Council Tax of 1.99% plus a 2.00% precept for Adult Social Care.

In addition to the report members received a presentation from the Deputy Chief Executive which detailed the Government's settlement and the demand impacts this would have on Havering's budget strategy.

The presentation detailed the authority's position pre and post settlement.

Due to changes in apportionment, Havering faced a reduction of over 96% to its Revenue Support Grant (RSG) by 2019/20 leaving a funding of 1.38m by 2019/20.

The presentation showed that Havering was one of the biggest losers in outer London in terms of percentage of RSG funding and that compared to neighbouring authorities had suffered the second largest funding cut.

Havering had seen a significant reduction in funding due to new methodology that had been introduced which penalised authorities that had a high taxbase and or council tax rather than those that were reliant on central government funding.

As part of the Government's spending powers, it was assumed that councils would grow their taxbase by the same rate as previous years, increase council tax by 1.75% each year and introduce the Adult Social Care precept by 2% each year over the current parliament.

Members were advised that the overall picture was similar to what had been planned for, as it had been assumed that RSG funding would be lost, however, the savings were significantly front loaded particularly in 2016/17 and little time had been given to allow for the identification of savings. This had meant that additional savings had had to be identified that had not required the need for consultation.

The presentation detailed the savings that had been identified and what impact they would have on service level provision.

Members were advised that a combination of a core council tax increase, Adult Social Care precept and a reduction in GLA funding would result in an overall increase in council tax increase of 1.96% which was lower than the originally planned 1.99% increase.

Members noted that officers would continue to identify additional savings throughout the year.

Following the presentation Members sought and received clarification on several items of the presentation from the Deputy Chief Executive. However, Members had no specific comments regarding the budget

strategy and its demand impacts that they wished to put before Cabinet at its meeting on 10 February 2016.

38 **OVERVIEW & SCRUTINY SUB-COMMITTEES/TOPIC GROUP UPDATES**

**Environment O&S Sub-Committee**

The Chairman advised that the topic group looking at waste minimisation had now concluded and that a report to the Cabinet member was being drafted. The report recommended ideas to encourage residents to take a greater responsibility in managing their waste.

**Health O&S Sub-Committee**

Members were advised that a visit to the 111 centre had taken place which had proved to be insightful. Discussions were continuing with BHRUT regarding the changes that were taking place throughout the trust. The topic group looking at delayed treatments continued to meet with representatives of BHRUT.

**Children & Learning O&S Sub-Committee**

Members were advised that the topic group looking at educational attainment were currently formalising a draft report which would be presented at the next meeting for Members to decide whether to refer the group's recommendations to Cabinet.

**Towns & Communities O&S Sub-Committee**

The Chairman advised that the topic group looking at anti-social behaviour was close to completion and that a report would be presented to the Sub-Committee shortly. A new topic group looking at Green Belt land designation would be starting later in the month.

**Individuals O&S Sub-Committee**

The Chairman advised that the topic group looking at social isolation in older people would shortly begin visits to community groups in the area.

**Crime & Disorder O&S Sub-Committee**

The Chairman advised that a visit to Romford and Hornchurch town centres had taken place so Members could observe the night time economy.



Members were also looking at people who were being trialled at court who had not been assessed for mental health issues.

**Debt Recovery Topic Group**

Members were advised that following several meetings with officers the topic group was now in the process of formulating a report for the next meeting of the Board which would contain a number of recommendations for officers to take forward which would help to alleviate the problem of historical debt.

**DRAFT**

---

**Chairman**

This page is intentionally left blank

## **Proposed addition to the Treasury Management Strategy Statement**

### **Re: Housing Development Company**

1. At its meeting of May 2015 Cabinet agreed to:

- Delegate to the Leader of the Council and Cabinet Member for Housing Company Development & One Source Management, supported by a Senior Council Officer other than Group Director of Communities & Resources, to release funds through such loans needed to meet the requirements of the agreed business case.
  - Delegate to the Leader of the Council and Cabinet Member for Housing Company Development & One Source Management to agree to Heads of Terms of the Shareholder Agreement and authorise the Group Director for Communities & Resources, in conjunction with the Director of Legal and Governance, the authority to negotiate and finalise the Shareholder agreement.
2. The Council's draft capital programme includes a provision of £100m for Development and Regeneration projects. The equity investment and loans to be made for capital purposes to the company will be met from this provision. This level of planned expenditure and the consequential impact upon the Council's prudential borrowing is reflected in the TMSS.
3. Some aspects of the Housing Company's expenditure included within the approved business plan will not meet the statutory definition of capital expenditure (i.e. they will be treated as revenue spending in the company's accounts). Nevertheless, it is intended that these sums will be funded through the Council's Treasury Management arrangements and it is also intended that these sums will count towards the £100m provision referred to in para 2 above for the purposes of financial control.
- 7.4. It is anticipated that the Housing Company loan(s) will include a working capital loan facility. The terms of this loan facility will require approval in accordance with the arrangements described in paragraph 1 above.

This page is intentionally left blank

**CABINET**

13 April 2016

**Subject Heading:**

**Improving the Safety of Our Schools  
across the Borough**

**Cabinet Member:**

**Councillor Osman Dervish**

Cabinet Member for Regulatory Services and  
Community Safety

**CMT Lead:**

**Andrew Blake Herbert**

Deputy Chief Executive Community and  
Resources

**Report Author and contact details:**

**David Pritchard**

Group Manager: Traffic and Parking Control.  
[david.pritchard@havering.gov.uk](mailto:david.pritchard@havering.gov.uk)

Ext 3123

**Policy context:**

Community Safety throughout the Borough

**Financial summary:**

Overall estimated set up costs (Revenue &  
Capital) of approximately £893k funded from  
the phase 3 school expansion programme  
(Capital) & contingency (Revenue). On-going  
revenue costs of £66K offset from FPN  
income

**Is this a Key Decision?**

**Yes**

Significant effect on two or more Wards

**When should this matter be reviewed?**

After 12 months of operation circa 20 June  
2017

**Reviewing OSC:**

Crime & Disorder, and Environment.

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

Havering will be clean and its environment will be cared for	[x]
People will be safe, in their homes and in the community	[x]
Residents will be proud to live in Havering	[x]

**SUMMARY**

The purpose of this report is to outline a new option to augment conventional parking enforcement around schools, the arising dangers and anti-social behaviour by using a Public Space Protection Order (PSPO) under the Anti-social Behaviour Crime and Policing Act 2014 (ASBCPA). This report considers the use of this new power.

**RECOMMENDATIONS**

That Cabinet:

1. Considers this report and **agree in principle** to make Public Space Protection Orders (PSPOs) relating to detrimental activities in the locations/in the vicinity of the following schools:

Broadford Primary School, Engayne Primary School, Parsonage Farm Primary School, St. Peter's Catholic Primary School, The James Oglethorpe Primary School, Wykeham Primary School, Ardleigh Green Infants & Juniors Schools, Crownfield Infant & Junior Schools, Gidea Park Primary School, Hylands Primary School, and Rise Park Academy School.

2. Where the evidential surveys and studies have identified detrimental activities taking place therefore justifying a need for the introduction of a Public Space Protection Order, **delegate authority** to make the order to the Deputy Chief Executive for Community and Resources, in consultation with the Cabinet Member for Regulatory Services & Community Safety.
3. Consider and **set the maximum** level of the fixed penalty at £100 payable within 14 days of issue of a Fixed Penalty Notice.
4. **Consent** to issue free of charge permits for residents who live within a PSPO area and to extend the same to their visitors.
5. **Note** that a statutory consultation exercise will take place prior to the introduction of any proposed PSPO. Though not exhaustive, consultees will include local Councillors, residents, school governing bodies, teachers, pupil/student parents and or carers, the Police and other emergency services. The results of the consultation will be presented to the Cabinet Member for Regulatory Services & Community Safety and in discussion with the respective Ward Members, agreement from the Lead Member will be sought to determine whether to proceed with the PSPO.

**REPORT DETAIL**

**1 Background**

- 1.1 The “school run” is a period of significant traffic chaos at many school locations and their surrounding areas in Havering, just as it is so across the United Kingdom. The situation poses dangers to children due to irresponsible and selfish parking and vehicle manoeuvring. However, conventional parking enforcement regulations were significantly curtailed by the Deregulation Act 2015. The 2015 Act limits the use of CCTV to enforce some of the more serious types of illegal parking acts and provides for greater “grace” periods before a penalty can be issued. Those factors therefore all but allow the stopping of vehicles in areas around schools for a time before a penalty can be issued and this increases the probability of an accident involving children, parents and carers.
- 1.2 Parking contraventions previously monitored and enforced by CCTV now need to be monitored and enforced by a Civil Enforcement Officer (CEO) observing from the kerbside and manually processing a Penalty Charge Notice (PCN) on site. That process is time consuming and frequently provides an opportunity to illegally park for up to ten minutes without a penalty.
- 1.3 The Council has embarked on a substantial School’s Expansion Programme, which is currently focusing on Primary Schools across the Borough. This programme may further compound the already identified issues, due to increased pupil numbers and associated traffic flow. The net result of the previously noted legislative changes are that at many schools it is becoming almost impossible to issue a PCN so illegal, dangerous, obstructive and inconsiderate parking has increased and therefore congestion and hazards are more common during the school run. Officers believe that this is creating an unsafe environment for school children and their parents/carers.
- 1.4 There has been much media interest to date in respect of introducing PSPO’s around schools of which the vast majority of coverage has been supportive and well received by the general public. The PSPO initiative has also created huge interest from councils across the country. Officers will review the PSPO project following initial implementation and provide practical advice and information to requesting Council’s. Additionally, a comprehensive communication strategy has been devised and will be a critical element in ensuring that this programme is delivered successfully.

**2 Public Space Protection Order (PSPO) & evidence gathering**

- 2.1 PSPO’s were introduced by the Anti-Social Behaviour, Crime and Policing Act 2014. Section 59 provides powers to make orders. A local authority may

- make a public space protection order if it is satisfied on reasonable grounds that two conditions are met:
- 1) Activities carried on in a public place within the authority's area have a detrimental effect on the quality of life of those in the locality.
  - 2) The activities are likely to be of a persistent or continuing nature.
- 2.2 To reduce school area safety hazards the Council is reviewing school travel plans and associated initiatives. Public Space Protection Orders (PSPO) will be an adjunct to those travel plans and initiatives.
- 2.3 The restricted area (Zone) and times of operation of a PSPO would normally consist of the main entry and exit points to a school and a length of highway radiating out, and bounded by nearby junctions. The operational times of a zone will be set to coincide with the AM and PM arrival and departure times of pupils at the school. However, it should be noted that PSPO zones and operational times may vary by location in order to meet the needs of the zone and the school.
- 2.4 PSPO zones will be clearly signed on the highway in advance of their commencement points with signs noting the zone type and operational times. The placing of the signs will provide a clear opportunity for local and passing motorists to observe the presence of a PSPO zone and act appropriately.
- 2.5 Notices will be permanently placed within the zone providing public information on the PSPO. The notices will be similar to those more commonly seen on lamp columns in respect of dog fouling.
- 2.6 A PSPO will allow an area outside a school to be controlled and this will result in improving road and pedestrian safety in the area. A PSPO can be in operation for a maximum of 3 years and could be renewed continuously, up to a maximum of 3 years on each occasion provided the criteria for the PSPO are satisfied.
- 2.7 Using a PSPO to ban the access and subsequent stopping of any vehicle in an area during a prescribed time would address the school drop-off and pick-up issues and improve safety around our schools through a viable method of enforcement and deterrence.
- 2.8 Before a PSPO can be introduced a sufficient weight of evidence has to be identified. This evidence gathering was collected using Automatic Traffic Counters (ATC) and CCTV for all of the schools listed within this report.
- 2.9 Each school had between 4 and 6 ATC's strategically positioned to identify the volume and extent of the traffic dropping off and picking up outside each school.
- 2.10 In addition, each school had between 5 and 10 CCTV cameras positioned to identify the volume and the activities undertaken during the dropping off and picking up outside each school. This also identified any patterns and whether the activities were of a continuous and persistent nature. The results of the surveys confirmed that these are unsafe environments.



## Cabinet – 13 April 2016

- 2.11 Officers have also been in receipt of numerous requests from members and residents for additional enforcement patrols around school sites in recent years. Those requests have grown rapidly over the last year with most raising concerns at the dangers that are becoming increasingly apparent in respect of the school run.
- 2.12 Reports of near misses, where a child has been placed at risk by either an illegally parked or manoeuvring vehicles is the most frequent issue raised followed by the obstructive parking of some who block residents' drives and access to their off street parking places. Historically, letters/petitions have been received from School Children and residents asking the Council to help and to take the necessary actions to prevent and prohibit the inconsiderate and dangerous behaviours witnessed on a daily basis.
- 2.13 Photos, video's, emails have been received by Officers of the Council requesting assistance and highlighting concerns that there will "soon be a very serious accident". Subsequent recent site visits and surveys have confirmed all raised issues as being genuine causes for concern.
- 2.14 The below table shows the collected evidence for The James Oglethorpe Primary School. This example data is common to other school locations recently surveyed.

Behaviour Evidence	The James Oglethorpe	
	Primary School	
Activity	7:45-8:45am	2:15-3:15pm
No of Pupils (Approx)	300	300
Average School Drop Off & Pick Up	84	61
%age Pupils Dropped Off & Picked Up	28%	20%
Driving along the footway in close proximity to vulnerable road users	9	6
Dropping Off, Picking Up & Parking on School Keep Clear Zig-Zags	11	4
Dropping Off, Picking Up & Parking on Waiting/Loading Restrictions	3	3
Obstructing Dropped Crossings	1	2
Obstructive Parking	8	4
Reversing/Manoeuvring in close proximity to vulnerable road users	45	27
Total No of Activities	77	46
%age Chance of a Pupil Being Involved in an Accident	26%	15%

- 2.15 The above table sets out the potential risk of a child being involved in an accident compared to what would be considered the norm, viz where all vehicles are manoeuvring and parking safely. For purposes of clarity it should be noted that the percentage figure was arrived at by the number of activities occurring during the peak hour divided by the number of pupils attending the school. It is felt that this highlights a potential percentage chance of a pupil being involved in an accident given the nature of the motoring activities in the area and the close proximity of children to them. It is accepted that there are other methods of calculating such a risk however; the method used is basic and informative.

### **3 Consultation**

- 3.1 For those areas identified as being in need of a PSPO the Council will undertake a statutory consultation process to seek local opinion on the plans to introduce PSPOs in the areas around those schools detailed in this report. Consultees will be asked to provide feedback on the actual need for a PSPO, geographical extents, hours of operation, suggestions on complementary safety measures, and any other parameter that may underpin the implementation and continuing operation of a PSPO. The consultation will initially be postal with consultees being given the option to respond using a prepaid envelope, or online, or via email.
- 3.2 In addition to the statutory consultation local engagement meetings have been scheduled to take place throughout April for the phase 1 pilot priority school sites. Those meetings will brief stakeholders on the PSPO proposal and respond to any questions raised.

Details of the engagement meetings can be found at:

<https://www.havering.gov.uk/Pages/News/Parents-and-residents-to-be-consulted-on-school-parking-crackdown.aspx>

### **4 Complementary Measures**

- 4.1 A PSPO is not necessarily considered to be a stand-alone measure and there may be some instances where complementary measures could be considered supportive of a PSPO and could improve the traffic flows, reduced congestion and maximise the available parking in the local area. There may be some locations where a PSPO isn't appropriate. Where this is so, it may be suitable to review the location and apply complementary measures only.
- 4.2 Though not exhaustive, complementary measures may be;
- Environmental Improvements such as: footway widening, one-way systems, or pedestrian crossings.
  - Enhanced or new parking regulations such as, waiting/loading restrictions, school keep clears etc.
  - The exploration of new or enhanced Controlled Parking Zones to minimise any vehicular displacement into a wider area and any unwelcomed impacts of that upon local residents and businesses.
  - Further development of School Travel Plans will be a key part to the success of the project, Schools will be encouraged and assisted to gain gold accreditation with the TfL STARS programme.
  - Additional safe parking areas, such as local Supermarkets, School grounds, Kiss and Drop points, will also be identified in conjunction with the School's Travel Plan.

## **5.0 Proposal**

### **5.1 Pilot Priority Schools**

5.1.1 The following schools have been selected as part of Phase 1 (PSPO Operational by 20 June):

- Broadford Primary School;
- Engayne Primary School;
- Parsonage Farm School;
- The James Oglethorpe Primary School;
- St Peter's Catholic Primary School; &
- Wykeham Primary School

5.1.2 The following schools have been selected as part of Phase 2 (PSPO Operational by 7 September):

- Ardleigh Green Infant & Junior Schools;
- Crownfield Infant & Junior Schools;
- Gidea Park Primary School;
- Hylands Park Primary School; &
- Rise Park Academy School

5.1.3 It is envisaged that phase 3 of the PSPO project will examine the need for PSPOs in the areas around the remaining primary schools.

### **5.2 Exemptions Identified**

5.2.1 The exemptions identified (i.e. who can access the restricted area during the prohibition) are as follows:

- Any vehicle that is accessing the area but does not drop off/pick up (i.e. stop);
- Delivery Vehicles;
- Emergency Vehicles;
- School Official Visitors;
- School Special Events; &
- Statutory Undertakers Vehicles.

### **5.3 Access Permits**

5.3.1 All residents who live within a PSPO zone will be provided with an information pack in advance of the commencement of a PSPO to enable them to apply for access permits for themselves, their friends, family/carers and visitors (excluding the drop off/pick up of school children). The access permits are virtual and therefore have a minimal administration cost. It is therefore proposed that no charge levied for the permits.

### **5.4 Method of Enforcement**

5.4.1 PSPO's will be monitored via demountable CCTV cameras and automatic number plate recognition software that will support the identification of those in the area with a permit allowing them to stop and so prevent the erroneous issuing of a Fixed Penalty Notice (FPN).

5.4.2 This near automated monitoring and enforcement method will enable Civil Enforcement Officers to maintain the current disposition required to maintain the more conventional aspects of civil parking enforcement across the borough. Therefore, the enforcement of PSPO's will not be a burden upon the routine day to day monitoring of traffic and parking in the borough.

5.4.3 Additionally, those locations not able to benefit from the placement of a PSPO would be prioritised for enhanced conventional enforcement. The implementation of a PSPO at the Pilot Priority schools noted would release enforcement resource to increase our physical enforcement at other schools without a PSPO in place.

### **5.5 Fixed Penalty Notices (FPN)**

5.5.1 It is recommended that the Council set the level of costs for the FPN at £100 with no prosecution if paid within 14 days of issue. It should be noted that non-payment of the FPN and those who offend persistently will be prosecuted through the Courts and face a fine up to £1000.

### **5.6 Non-Payment of an FPN/Prosecution**

5.6.1 Authorised officers of the Council will only issue a PSPO FPN where it's considered that there is adequate evidence of an offence having taken place and that the evidence is robust enough to support a prosecution in court. However, if a recipient of an FPN considers that they did not commit the offence in question, or that the issue of the FPN was incorrect, then the recipient can effectively challenge the Council by opting not to pay the FPN and instead await the Council to summons the recipient to attend court where they can present their case to a magistrate or judge.

5.6.2 It should be noted that non-payment of an FPN is the first stage of Court prosecution and the Council reserves the right to go to prosecution through the direct issuing of a court summons rather than issuing an FPN if habitual offending is proven by a history of previous FPNs being issued.

5.6.3 Should a case proceed to court then the Council will, in addition to any fine imposed by a magistrate or judge, seek to recover its costs associated with the court prosecution. Notwithstanding the above, the Council reserves the right to review any FPN issued and if appropriate may apply discretion at any point prior to court prosecution.

### **5.7 FPN Process**

5.7.1 The FPN process will be undertaken according to the requirements of the legislation; however, each FPN will be robustly checked prior to issuing to ensure that the evidence and circumstance meet the aspiration and intent of the PSPO prohibition. Such a check will be undertaken by a Supervisor/Manager.

5.7.2 The proposed FPN Process is as follows:

A. Review

- A vehicle has been detected as possibly committing an offence;
- 24hr cooling off period to allow for a temporary “Access Permit” or “Exemption” to be applied for;
- Does the vehicle have an “Access Permit” or is it an “Exempt” vehicle;
- If Yes the case is closed;
- If No, the collected evidence is reviewed to determine whether an offence has occurred and that sufficient evidence has been collected;
- If No, the case is closed;
- If Yes, apply to DVLA for the Keeper’s Details;
- FPN Pack prepared, check for any previous history concerning FPN’s, and any previous FPN Non-payment;
- Recommendation to issue FPN or to issue Summons;
- Supervisor/Manager to check the FPN Pack, history and recommendation;
- Supervisor/Manager to authorise FPN issue, Summons or close the case.

B. FPN Issued

- Informal representation received within 14 days;
- If accepted the case is closed;
- If not accepted a summons is issued and the case is reviewed at the Magistrates Court.
- Payment received within 14 days;
- The case is closed.

C. Summons Issued

- The case is reviewed at the Magistrates Court, the Magistrate determines whether an offence has occurred, and whether a fine and costs are set.

**5.8 Communication**

- 5.8.1 A comprehensive communications strategy has been devised between the Project Team and Corporate Communications. The strategy will see the production and distribution of leaflets, articles in Living, and the local press. The Council’s web site will also be augmented to display comprehensive information and user guidance describing how a PSPO works and how to access permit arrangements. Additionally, a comprehensive frequently asked questions (FAQs) document will be created and maintained on the Council’s web page and distributed locally as part of the PSPO consultation process. See **appendix 1** for the initial iteration of the PSPO FAQs.
- 5.8.2 The Project Team has engaged with all stakeholders. That engagement will be maintained through to and post any implementation of a PSPO and will be used to inform as to the performance of the PSPO.

5.8.3 As Havering is the first local authority in England to use these powers for parking, there has already been widespread national press interest in the PSPO project and officers are dealing with a significant number of enquiries from other local authorities requesting assistance, and guidance on the use of PSPOs to mitigate problems associated to the school run. Officers will in the near future be holding an information sharing event where interested local authorities can send a representative.

## **5.9 Review**

5.9.1 As the introduction of PSPO's for parking is a first for this type of measure in the Borough and the UK, it will be important to undertake regular reviews and adapt the processes as necessary.

# **REASONS AND OPTIONS**

## **Detailed statement of reasons**

A Public Space Protection Order provides the best opportunity to enable a safer environment for children during the school drop off and pick up. The behavioural evidence collected clearly shows that detrimental activities are occurring on a persistent and continuing nature and that the proposed prohibition will mitigate the school drop off and pick up's detrimental activities and create a safer environment.

## **Other options considered:**

### **Congestion Zone**

A congestion zone could be set up around a school and anyone entering the zone would be charged to enter and exit the area. This would reduce the congestion in the area and would improve safety. However it would not deter parents that could afford to pay the congestion charge. This proposal was therefore rejected.

### **Pedestrian Zone**

A Pedestrian zone could be set up along the frontage of a school and this would prohibit all vehicular access during the school drop off and pick up times. This would reduce the congestion in the area and would improve safety. However, as local residents would have no access during the school drop off and pick up times they would be disproportionately affected. This proposal was therefore rejected.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

Estimated Costs are as follows:

**Revenue Set Up Costs (One Off)**

Surveys/Project Management	£65k
Consultation (advertising, venue higher, temp staff)	£100k
<b>Total Revenue Set Up Costs</b>	<b>£165k</b>

**One Off Revenue Funding**

Contingency Allocation (approved by s151 Officer) £165k

**Capital Set Up Costs**

Location Highway Signs 88 No @ £850	=	£75k
Primary Highway Signs 11 No @ £750	=	£8k
Highway Lines 11 No @ £1500	=	£17k
Works/Equipment Design & Integration	=	£12k
Camera Costs 22 No @ £28,040	=	£616k
Total Estimated Cost (Works/Equipment)	=	£728k

**Funding Phase 3 School Expansion Programme\* £728k**

\*Funding will either come from individual schemes unallocated funds within the Phase School Expansion Programme

**Ongoing Revenue Costs**

Annual Maintenance of Camera's 22 No @ £3002 = £66k

**Ongoing Revenue Funding**

Although the PSPO's are not being set up as an income generating initiative, it is envisaged that a number of PCN will be issued before the PSPO's create a sufficient deterrent. At this stage income generated is expected to be sufficient offset to costs of maintaining the cameras. If PCN numbers decline then this will be raised through the appropriate channels.

**Risks**

- 1 A legal challenge could be made that could stop, delay or curtail the project until such time as a legal remedy could be agreed and such an event could take place after a significant amount of project funding has been spent.
- 2 A protracted legal challenge could require significant funding to the degree where the objectives of the project become over expensive. The project would still be viable viz its aims to improve safety etc., but the cost of achieving objectives may not be acceptable.
- 3 There is a risk that estimated project funding may not be sufficient. This could delay or curtail the project if additional funding cannot be identified.
- 4 There is a minor risk that earmarked equipment costs may increase. This could delay or curtail the project if additional funding cannot be identified.
- 5 There is a minor risk that earmarked contractor engaged to undertake physical environmental works may increase their costs. This could delay or curtail the project if additional funding cannot be identified.

**Legal implications and risks:**

A Public Spaces Protection Order may be made by a local authority where reasonably satisfied of 2 conditions set out in section 59 of the Anti-social Behaviour Crime and Policing Act 2014.

The First Condition is that—

- (a) activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or
- (b) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

The Second Condition is that the effect, or likely effect, of the activities—

- (a) is, or is likely to be, of a persistent or continuing nature,
- (b) is, or is likely to be, such as to make the activities unreasonable, and
- (c) justifies the restrictions imposed by the notice.

The only prohibitions or requirements that may be imposed are ones that are reasonable to impose in order—

- (a) to prevent the detrimental effect from continuing, occurring or recurring, or
- (b) to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.

The PSPO must also:

Identify the activities that are detrimental to the locality

The area to be restricted.

Set out the restrictions and when they apply.

The sanctions for contravention of the PSPO being a fixed penalty notice or prosecution.



The PSPO may be borough wide or local and could be made for a period of up to 3 years. A PSPO is capable of being renewed every 3 years provided the statutory criteria is met.

The making of the PSPO, or any restrictions or requirement within it are open to challenge by Judicial Review in the High Court by an interested party who lives or visits the area, within 6 weeks of the making of the order. A defendant to criminal proceedings brought as a result of non-payment of a FPN may also seek to challenge the validity of a restriction or a requirement of a PSPO.

The court may quash or suspend a provision of the PSPO

A PSPO may not restrict a public right-of-way over specified category of highway, being mainly strategic or truck roads, or other highways without considering the effect of the proposed restrictions and notifying those likely to be affected of the proposals and considering any representations received. The provisions are set out in sections 64 and 65 of the 2014 Act and copies are annexed to this report.

The Authority must have regard to the Human Rights legislation and articles 10 and 11, in respect of freedom of expression and assembly. In essence challenges for breach of human rights breaches could be made by an interested party.

The Authority must also undertake statutory consultation and publicise the making of their PSPO and have in place sufficient signage to alert members of the public to the order, its restrictions and requirements.

An Equalities Impact Assessment of these proposals should be carried out to ensure that the Council does not breach its equality duties.

**Human Resources implications and risks:**

No human resources implications and risks have been identified for this report.

**Equalities implications and risks:**

Due to the nature of Public Space Protection Orders (PSPO) and their potential to restrict the public right of way, robust Equality Impact Assessments (EIA) are a crucial part of each of the projects within this programme. As PSPO's are currently within a range of options that are being developed for each of the School's and each School will have a bespoke solution it is recommended that each School will have a bespoke EIA. The individual EIA's will be completed once the detailed list of interventions for each school has been confirmed.

The EIA will consider the impact of the bespoke solution on the full range of age groups, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, pregnancy/maternity/paternity, and socio-economic status.

Particular interest will be any nursery's, religion/faith establishments, doctor's/care centres within the proposed restricted areas. Also allowing parent's with disabled children to have access to the proposed restricted areas.

**BACKGROUND PAPERS**

None

Public Space Protection Order (PSPO) FAQ's

Q1) What is a Public Space Protection Order?

*A1) A Public Space Protection Order is a restricted area where you are not allowed to access and or stop to drop off or pick up during the School run.*

Q2) What is the operational times?

*A2) These may vary for each School, the street notices and signage will confirm the times of operation. They will be typically Monday to Friday 8am to 9:30am, and 2:30pm to 4pm.*

Q3) I live in the area, how do I get an Access Permit?

*A3) All residents and businesses in the area will receive an information pack, this pack will explain how you can apply for a free access permit for your dwelling/business and all of your friends and family.*

Q4) I'm having a delivery, do I have to do anything?

*A4) No, if the delivery vehicle is liveried then they will be exempt from receiving a Fixed Penalty Notice.*

Q5) I'm expecting a visitor, what do I have to do?

*A5) Your information pack will explain what you have to do. If they are a regular visitor then you can add them as a friend or family, if they are a one off then you can add them as a temporary access permit.*

Q6) What happens if a vehicle is parked within a PSPO before the operational time?

*A6) Provided the vehicle doesn't move during the operational time and it is parked safely, an offence will only occur if the vehicle has stopped to drop off or pick up and moves during the operational times.*

Q7) I didn't know there was a PSPO in place?

*A7) The restricted area is clearly signed at the boundaries and notices are up throughout the PSPO area.*

Q8) How can I get my children to school on time?

*A8) You will have to leave home with sufficient time to either walk to school, or park safely outside of the restricted area and allow sufficient time to walk to school.*

Q9) Will I have to pay for an access permit?

*A9) Access permits are free to dwellings and businesses within the restricted area.*

Q10) Will I have to stick a permit in my car window?

*A10) No, the permits are virtual, they are your car number plate.*

**Cabinet – 13 April 2016**

Q11) I have received a Fixed Penalty Notice but I wasn't the driver, what do I have to do?

*A11) As the owner of the vehicle you must legally identify the driver of the vehicle and they are liable for the fixed penalty notice.*

Q12) I had to go to school and collect my unwell child, what do I have to do?

*A12) We will have to check your details with the School, provided they confirm we will cancel your case.*

Please note these FAQ's will be further developed and expanded during the April round of consultations.

## CABINET

**13 April 2016**

**Subject Heading:**

**Affordable Housing - a draft planning guidance note setting out the Council's approach to commuted sum payments**

**Cabinet Member:**

**Councillor Osman Dervish**

Lead Member for Regulatory Services and Community Safety

**CMT Lead:**

**Andrew Blake-Herbert**

Deputy Chief Executive Communities & Resources

**Report Author and contact details:**

Martyn Thomas

[martyn.thomas@havering.gov.uk](mailto:martyn.thomas@havering.gov.uk)

01708 432845

**Policy context:**

Planning and Housing Bill (2015)

London Plan (2015)

National Planning Policy Framework (2012)

Havering Local Development Framework (2008)

**Financial summary:**

The report identifies and recommends the adoption of a financial formula to provide a clear and robust approach to the Council securing funds from developers that it can put towards the provision of more affordable homes in Havering in lieu of affordable homes being provided 'on-site'. The recommended formula is intended to be 'cost neutral' to prospective developers.

The formula does not provide a direct link between amounts collected and the cost of re-providing future housing units elsewhere.

Other developer contributions received by the Council for site specific infrastructure contributions will be unaffected by the commuted sum proposal.

**Is this a Key Decision?**

**Yes**

**When should this matter be reviewed?**

March 2018

**Reviewing OSC:**

Towns and Communities

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

Havering will be clean and its environment will be cared for  
People will be safe, in their homes and in the community  
Residents will be proud to live in Havering X

**SUMMARY**

The provision of affordable housing remains a key part of the overall delivery of housing and the Council remains committed to providing more affordable homes in the borough.

This report seeks Member approval for a non-statutory planning guidance note (Appendix 1) which sets out the circumstances in which the Council may accept commuted sum payments to the Council in lieu of affordable housing being provided on-site or on an alternative site agreed by the Council. Such an approach would be in line with the flexibility provided by planning policies from the Government and the London Mayor.

The guidance note sets out the Council's approach to securing affordable housing and makes clear that it will be the Council that determines whether a commuted sum payment to the Council is appropriate.

The note emphasises that the Council's starting point will continue to be for affordable housing to be provided on site.

The circumstances where commuted sum payments to the Council may be appropriate are listed in the guidance note and include situations where on-site affordable housing would prejudice other planning and regenerations objectives being achieved, would work against the development of a 'mixed and balanced' community, and would be poorly located relative to transport and jobs. Additionally, the report suggests that affordable housing on-site may be inappropriate where it would result in a modest number of new homes that would be difficult to manage and maintain.

The note sets out a financial formula to enable the Council and the developer to calculate a commuted sum payment to the Council in lieu of provision on-site or at an alternative site agreed by the Council.

The note confirms that the proposed approach is being followed by many other authorities. It highlights some of the benefits that may follow from its adoption.

The report makes clear that the policies of the Havering Local Development Framework will continue to provide the formal policy context for the consideration of such proposals and will retain the statutory pre-eminence afforded by Section 38(6) of the Planning and Compulsory Purchase Act 2004.

The report and the recommended draft guidance note deal only with commuted sums to be paid to the Council for affordable housing. It does not encompass developer contributions for other purposes such as site specific mitigation

measures linked to a proposed development. These remain outside of the scope of this report and its contents and will continue to be sought in appropriate circumstances.

It is recommended that the guidance note is adopted on an interim basis and is concurrently the subject of public consultation so that the Council can be certain that the proposed financial basis of the approach is robust and reasonable.

## RECOMMENDATIONS

That Cabinet:

- (1) **Approve** the planning guidance note (as set out in Appendix 1) for public consultation purposes;
- (2) **Approve** the use of the note on an interim basis as ‘good practice’ guidance to show the circumstances in which commuted sum payments to the Council may be appropriate in lieu of on-site / off-site provision pending full adoption by Full Council;
- (3) **Approve** publication of the guidance note on the Council’s website as an interim guide pending formal adoption by Full Council; and
- (4) **Note** that recommendations 1 and 2 notwithstanding, the current national planning legislation will continue to afford the policies in the Havering Local Development Framework (as part of the statutory Development Plan) greater weight than the guidance note in the formal planning decision making process.

## REPORT DETAIL

### **1. Background**

- 1.1 There remains a high level of need for affordable housing across London including attractive and prosperous Outer London boroughs like Havering. The Council’s Housing Need and Demand Assessment (2012) identified that a total of 6,650 households will require an affordable housing option over the then next three years.
- 1.2 To address this, the Havering Local Development Framework (LDF) includes policies to secure affordable housing. The policies set out the circumstances where affordable housing will be required and the scale of provision necessary.

- 1.3 As part of its commitment to securing more affordable homes, the thrust of the Council's policies is to secure the provision of affordable housing on the site within the overall housing scheme that has prompted the provision of affordable units.
- 1.4 In this regard, the Council's approach in the LDF is wholly consistent with current national and London-wide planning policy as set out in the National Planning Policy Framework (2012) and the latest London Plan (2015) even though the LDF was prepared and adopted some time before these.
- 1.5 It may not always be appropriate for affordable housing to be provided 'on-site' and in some circumstances it may be that the Council and its partners and prospective developers will be justified in considering a different approach. For example, despite the best efforts of local planning authorities, there are situations where affordable / social housing is provided within a scheme of market housing and there are clear and apparent differences between the design and quality of the respective tenures. In some cases, this can give rise to the tenants of the affordable housing not integrating successfully with the wider scheme and difficulties with the management and maintenance of the affordable housing. In other instances, the overall layout of a mixed tenure scheme may give rise to difficulties because the affordable homes have been provided in a separate, remote and inaccessible part of the site adversely affecting the scope for a successful and balanced community to be achieved in line with national planning policy objectives.
- 1.6 National and Mayoral planning policies provide for this more flexible approach and it is this that underpins the approach contained within this report and the linked planning guidance note which is recommended for formal adoption.
- 1.7 The Council may, for example, wish to look at whether affordable housing should be provided on an alternative site to be agreed by the Council. In other cases, it may be that the payment of a commuted sum to the Council in lieu of the affordable housing being provided will be appropriate. In the latter, the money would be 'ring fenced' towards the provision of affordable housing in the future to ensure that it is used for this purpose. In both cases the objective will be to ensure that the provision of affordable housing is secured.
- 1.8 The approach proposed is not unique and many other local authorities are developing and implementing similar approaches and setting it out in planning guidance to assist developers.
- 1.9 The recommended draft guidance note will be used alongside other existing measures to help the Council support the delivery of more affordable homes in Havering.

## **2. What is the purpose of this report and the recommended draft planning guidance note**

- 2.1 Notwithstanding the opportunity provided by the flexibility underpinning national and Mayoral planning policy, it would not be appropriate for the Council to adopt an 'ad hoc' approach to how it secures commuted sum payments from affordable housing.



2.2 This is because such an approach:

- would be incompatible with planning policies which are clearly focussed on securing affordable housing on-site
- could prejudice the delivery of 'mixed and balanced communities' as set out in the national planning policy framework and London Plan
- could harm the overall delivery of affordable housing across the borough in terms of both quantum and quality
- would be confusing and unhelpful for prospective developers and agencies involved in the provision and delivery of affordable housing

2.3 In particular, it is considered important that prospective developers and other agencies involved in the provision of affordable housing should be clear about the circumstances in which the Council may wish to consider commuted sum payments to the Council in lieu of affordable housing on site or at an alternative site agreed by the Council.

2.4 Appendix 1 is a draft planning guidance note which aims to set out in a clear and unambiguous manner the circumstances in which the Council may wish to consider commuted sums to be paid to the Council in lieu of affordable housing being provided on-site or at an alternative site agreed by the Council. It is intended that the note will considerably enhance the Council's approach to securing housing development including particularly affordable homes.

2.5 It is recommended that the note be prepared for formal adoption by the Council to ensure that it has the status of a material planning consideration.. It is envisaged that the draft guidance note in Appendix 1 would be used to provide guidance to prospective developers where on-site affordable housing provision is not possible.

2.6 The adoption of the guidance note will assist the Council in the delivery and management of affordable homes. The 'pooling' of commuted sum payments, and their 'ring-fencing' for affordable homes provision, will also potentially strengthen the Council's ability to deliver its own new build housing programmes. Once such housing is in place, the Council, as provider, should be far better able to determine and manage how the properties are occupied which will have social and management benefits. Taken across the borough, the approach will provide the Council with scope to ensure there is an appropriate balance of tenures across Havering and will assist in securing social inclusion.

2.7 Because the note includes a financial formula as a methodology to establish the quantum of commuted sum payments where it is considered appropriate for these, it is recommended that the note is the subject of public consultation and is first adopted on an interim basis in parallel with the consultation taking place.

2.8 The consultation will provide the opportunity for other stakeholders and agencies to review the Council's approach and comment upon it particularly the suitability and robustness of the recommended commuted sums methodology.

2.9 Following public consultation/towards the end of public consultation, the document shall be considered by Full Council for full adoption subject to any

changes that may be required to the guidance note arising out of the public consultation. It should be noted that as the document is setting out the plan/strategy to be followed by the Council, the document shall be required to be presented to Full Council to consider the adoption of the guidance note rather than Cabinet.

### **3. What does the planning advice note say?**

- 3.1 The draft planning guidance note (Appendix 1) sets out the formal planning policy position with regard to the provision of affordable housing.
- 3.2 It highlights the approach in the National Planning Policy Framework (2012) and the latest London Plan from the London Mayor (2015).
- 3.3 It confirms the position with regard to the Council's own planning policies as set out in the Havering Local Development Framework (2008).
- 3.4 It explains that the Council will continue to take a negotiated approach to the provision and delivery of affordable housing to recognise factors such as the importance of securing the most appropriate form of affordable housing, viability issues linked to development in Havering and the specific circumstances linked to individual proposals and sites.
- 3.5 The content of the note recognises that within the Council's negotiated approach, there may be circumstances where the provision of affordable housing on-site or on an alternative site agreed by the Council may not be the most appropriate approach.
- 3.6 The note sets out the circumstances where commuted sums to be paid to the Council in lieu of affordable housing may be appropriate. It explains the recommended financial formula that the Council will use to establish the quantum of these.
- 3.7 The note confirms that there will be monitoring and reporting of the approach set out so that there is a clear and robust audit trail.

### **4. Where commuted sum payments to the Council in lieu of affordable housing may be appropriate**

- 4.1 The draft guidance note is quite clear that the starting point for affordable housing provision should be on-site followed by consideration of provision on an alternative site to be agreed by the Council. It is also clear that the decision about this will be made by the Council and will not be the way forward because that is what the developer or community want to happen.
- 4.2 The draft guidance note sets out the circumstances where it is suggested that the Council may consider that developer contributions in the form of a commuted sum payment to the Council will be appropriate.
- 4.3 The list is not exhaustive since other circumstances may arise and the list does not imply that the Council will automatically accept a commuted payment to it if these circumstances arise.

4.4 They include circumstances where:

- the inclusion of on-site affordable housing would prejudice the achievement of other important housing, planning or regeneration objectives (including those of the London Mayor) or other Council approved programmes such as the delivery of the Romford and Rainham Frameworks
- the inclusion of on-site affordable housing would financially undermine significant development proposals in the vicinity of the proposal which are critical to economic and / or business growth such as within Romford Town centre
- the need for a development to reflect the overriding character of the surrounding area would result in low density development which may not be suited to maximising affordable housing provision on site
- the inclusion of affordable housing may conflict with other planning policy objectives such as the integrity and sustainability of development that is most suited to the site
- the development is in, or close to, an area where the Council considers there is already a high proportion of affordable housing and to require more would work against the development of a mixed and balanced community
- the location of the development is poorly located relative to public transport, local and community facilities and employment
- a financial contribution would better fund affordable housing development elsewhere in Havering in line with the evidenced housing needs / local requirements
- as a result of factors influencing the site's viability (including other planning obligations), development would result in the creation of homes that will not in practice be affordable (such as development involving higher value sites in higher value areas)
- it would provide funding for specialist forms of affordable housing to enable specific housing needs to be provided more effectively elsewhere
- it would provide a 'top up' subsidy and make it possible for a higher proportion of affordable homes to be provided elsewhere by contributing towards the forward funding / 'kick-starting' of schemes or by reducing funding gaps within pipeline / current affordable housing schemes
- the scale of development would result in a modest number of affordable housing units and there would be practical difficulties surrounding the delivery, design or on-going management of these and / or a mix of tenures
- the affordable housing units would be expensive to create and maintain / service (such as in a conversion of an existing building or a site or building involving a heritage asset) and this cannot be satisfactorily

overcome or avoided by alternative design, massing or separate new build for the affordable housing

- mixed community objectives / housing priorities will be better met in an alternative location (for example where family sized (3 + bedroom, outdoor space) units are needed)

## **5. What is the basis of the financial model in the planning guidance note?**

5.1 In the circumstances where it is agreed that a commuted sum payment to the Council is appropriate, it will be necessary to establish the value of the payment in lieu of 'on-site' affordable housing. The Council's approach will be to base this calculation on a methodology that seeks to be 'cost neutral' for the developer.

5.2 It is proposed that the process to calculate a commuted sum will commence with an acceptance by the developer of a policy compliant provision of affordable housing, **or** as is required for of on-site provision currently, the developer must provide a financial viability assessment in a recognised format demonstrating the levels of affordable housing that can be provided. In the case of the latter, the Council will validate and agree with the developer the viability assessment.

5.3 The commuted sum calculation method will then be applied using the formula set out below:

**(a) The Open Market Value of the Units Designated as Affordable Housing**

**Less**

**(b) Value of the Affordable Housing**

**Less**

**(c) Additional Developer Costs**

**Equals**

**(d) The Commuted Sum Payment**

5.4 The "*Open Market Value of the Units Designated as Affordable Housing*" is the value that the 'Affordable Units' would sell for if they were sold on the open market as private units. If the developer proposed a private rented sector scheme then an alternative valuation method is to be applied.

5.6 The "*Value of the Affordable Housing*" is the capitalised value of the net rental stream for Social and Affordable Rent or the value of the first tranche sale plus the capitalised value of the net rental stream for shared ownership units.

5.7 The "*Additional Developer Costs*" are reasonable additional costs to be agreed between the Council and developer. Inclusion of the element will allow the developer to apply a reasonable level of cost that they will incur through taking on additional private sale units – this could include additional marketing costs, sales incentives, increased specification for example and relate only to the additional private units.

5.8 The Council will require applicants to pay for an independent review of any viability case submitted in regard to affordable housing and an independent review of the inputs used in the commuted sum calculations.

5.9 Through application of this approach the financial impact of the developer will be neutral. In this way developers are neither encouraged nor penalised through the application of the policy.

## **6. How will the guidance note be used?**

6.1 The draft note highlights that the Council already takes a negotiated approach to the provision and delivery of affordable housing and this will continue. Hence, it will be on the agenda when prospective developers are discussing proposals which generate an affordable housing requirement.

6.2 Members should note, however, that the policies of the Local Development Framework will remain the primary planning policy context for the consideration of planning applications and must carry greater weight in the formal planning decision making process.

6.3 The use of the note will be kept under review particularly in the light of the progress with the Housing and Planning Bill (2015) and the preparation of the new Havering local plan. The local plan will need to take account of the Bill and the recommended guidance note and its implementation.

6.4 Officers consider that the guidance note is the most effective and time efficient way of the Council showing its approach to establishing the quantum of commuted sum payments without preparing a formal alteration to the Local Development Framework because the guidance note could be in place as soon as it has been approved by Members for the purposes of public consultation.

## **7. Commuted sum payments – evidence from Havering**

Appendix 2 of this report includes some case studies of examples where it would have been helpful for the Council to have a clearly set out approach to circumstances where it would consider commuted sum payments.

## **8. Implications for the new Havering Local Plan**

8.1 The Council is preparing a new local plan for Havering to replace the Havering Local Development Framework.

8.2 In due course, if the recommended planning guidance note is adopted, consideration will need to be given as to how best to reflect this in the new local plan document.

8.3 As mentioned above, the local plan will also have to take account of the Housing and Planning Bill (2015) (See sections 6 and 9 of this report).

## **9. Implications from the Housing and Planning Bill 2015**

9.1 The Government has set out in its Housing and Planning Bill 2015 a commitment to promote the development of starter homes.

9.2 The Bill defines a 'starter home' as 'a new dwelling which is only available for purchase by qualifying first time buyers and at a price which is at least 20% below the market value'. Regulations may be introduced which specify

additional characteristics that first time buyers should have (such as minimum age or nationality). The Bill includes a duty on Councils to ensure that ‘starter homes’ become a common feature of new residential developments and it is likely that certain residential developments will only receive planning permission if specified requirements on starter homes are met. This may be a specified number or proportion of starter homes on site or the payment of a commuted sum to the local planning authority for the provision of starter homes.

9.3 The Bill is scheduled to be considered by the House of Lords in March 2016. Officers will follow the progress of the Bill and consider if it raises implications for the draft guidance note.

## **10. Next steps**

10.1 Subject to Member approval, it is recommended that the draft guidance note be the subject of public consultation so that a wide range of stakeholders and interested parties have the opportunity to review the proposed approach.

10.2 Consultation will also be a means for the Council to help ensure that the financial underpinning to the approach is reasonable and robust.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

To provide the Council with a robust, transparent and practical methodology for establishing how much commuted sum payments should be in cases where it is not appropriate for affordable housing to be provided on site or on an alternative site. The guidance note identifies the circumstances where such an approach may be appropriate.

### **Other options considered:**

The absence of explicit criteria setting out where commuted sum payment may be appropriate and a financial formula model for calculating such payments is unhelpful for both the Council and prospective developers and may adversely affect the successful delivery of more affordable homes.

Alternative approaches to calculating a commuted sum provision have been considered and rejected as they are not considered to be financially neutral and would incentivise the developer to provide a commuted sum in lieu of on-site provision, fail to achieve the maximum viable levels of affordable housing contribution or alternatively fail to sufficiently recognise the importance of assessing viability at a scheme by scheme level.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

This report identifies and recommends a financial formula for establishing the commuted sum payments that a prospective developer would pay to the Council. If this approach is agreed by the Council it is intended to be 'cost neutral' to the developer.

As such it should not be a more, or less, attractive option in financial terms to the developer than providing the necessary affordable homes on-site or at an alternative site to be agreed by the Council.

The Council will then use these funds to provide affordable housing in the future. The formula does not provide a direct link between amounts initially collected from a developer and the cost of re-providing future units elsewhere which will be dependent on the Council development proposals prepared.

This report focuses on commuted sums received from developers for housing development purposes but other contributions are received from developers to contribute towards the funding of new infrastructure. These will be secured by legal agreements alongside any commuted payments to the Council in lieu of affordable housing being provided on-site or at an alternative site to be agreed by the Council.

**Legal implications and risks:**

The legal weight afforded to the Advice Note in determining planning applications is limited as it is not part of the formal Havering Local Development Framework.

Only adopted Development Plan Documents which fall within Regulation 5(1)(a)(iv) of the Town and Country Planning (Local Planning) (England) Regulations 2012 can be used as *“development management and site allocation policies, which are intended to guide the determination of applications for planning permission”*.

The Advice Note cannot lawfully set out the Council's policies relating to the development and use of land unless formally adopted as a Development Plan Document in compliance with Section 17(3) of the Planning and Compulsory Purchase Act 2004.

However, the Council is nevertheless entitled under its ancillary powers under Section 111 of the Local Government Act 1972 to produce research documents and analysis, including good practice guides (for example for shop fronts and trees) without the need to include the guidance as a Development Plan Document.

The public consultation being proposed is good practice for the Council and as consultation is to be carried out, it is important for the Council to consider the responses received even though it is a non-statutory process that will be taking place.

Recommendation 3 sets out the document is required to go before Full Council for full adoption due the nature of the content of the guidance note which although is a

non statutory document, it shall set out a plan/strategy for the council to follow and accordingly falls within the provisions of Regulation 5 of the Local Authorities (Functions and Responsibilities)(England) Regulations 2000 which sets out that in respect of the adoption of a plan or strategy, its adoption cannot be the responsibility of the Executive and accordingly it must be placed before Full Council.

**Human Resources implications and risks:**

None specific to this report, the Advice Note can be prepared and implemented using existing staff resources.

**Equalities implications and risks:**

The application of the guidance will follow as appropriate the statutory requirements of the Equality Act 2010 and in particular the requirements set out in Section 149 of the Equality Act 2010.

**BACKGROUND PAPERS**

None.



### **Affordable housing – circumstances where Havering Council will use commuted sum payments to the Council in lieu of on-site provision of affordable housing**

#### **1. Purpose of this advice note**

This advice note sets out important advice regarding the delivery of affordable housing in Havering.

There is a continuing high need for affordable housing in Havering. It is intended that the note will assist in the successful delivery of affordable homes in the borough.

The Council's policy is set out in its Local Development Framework and it will also have regard to the National Planning Policy Framework (NPPF) (2012) and the London Plan (2015).

The Council recognises that more needs to be done if the provision of affordable housing is to be increased and for that reason it has prepared this advice note setting out how it will deal with a specific matter linked to affordable housing. In parallel with the implementation of this guidance note, the Council will continue to seek to secure the provision of more affordable homes through other means as appropriate.

The Council's approach is based on negotiation and it will want to work with prospective developers to agree how to most effectively and efficiently provide affordable housing for the community. The Council considers that early engagement between itself and developers will be key and this document encourages developers to take the opportunity at an early stage to discuss their proposals with Havering. Similarly, the Council encourages developers to make early contact with a Registered Provider of affordable housing so that issues such as design, size and management can be discussed. Early discussions will allow the Council's requirements regarding financial appraisal to be set out.

The advice note will be considered alongside adopted planning policies pending the adoption of the new Havering Local Plan. The Council considers that the preparation of the guidance note fits well with advice in the NPPF about helping developers make successful applications. The note is intended to assist the Council in the successful delivery and management of affordable homes and should strengthen the Council's delivery of its own new build programme for affordable homes. It should help to avoid some of the problems that may arise where affordable homes have been provided within market housing schemes elsewhere and have been poorly integrated and failed to provide successful mixed and balanced communities in line with national planning policy objectives.

In particular, it sets out the Council's approach to the circumstances where it is not appropriate for the affordable housing to be provided either 'on-site' or on an agreed alternative site and, following from this, where the Council considers that a commuted sum payment to the Council in lieu of 'on-site' provision may be appropriate.

It is intended that this note will provide helpful advice to developers by setting out the factors that may justify a commuted sum payment in lieu of 'on-site' provision of affordable housing.

In preparing and using the note, the Council will also have regard to the Housing and Planning Bill (2015) which sets out the Government's commitment to the delivery of more affordable homes.

The note will be the subject of public consultation with a wide range of stakeholders.

## **2. How much affordable housing does Havering need?**

The Council's Housing Need and Demand Assessment (2012) identified that a total of 6,650 households will require an affordable housing option over the then next three years.

## **3. Planning policy context**

### **(a) National planning policy**

The National Planning Policy Framework (NPPF) sets out the Government's planning policies and how these are expected to be applied. It confirms that the purpose of the planning system is to contribute to sustainable development, including supporting strong, vibrant and healthy communities by providing a supply of housing that meets the needs of present and future generations.

It says that local planning authorities should plan to deliver a wide choice of high quality homes, widen opportunities for home ownership and create sustainable, inclusive and mixed communities, with a mix of housing based on current and future demographic trends and the needs of different groups in the community. Local planning authorities are expected to identify the size, type, tenure and range of housing that is required in particular locations.

Where local planning authorities have identified that affordable housing is needed, the NPPF states that they should:

*' ... set policies for meeting this need on site, unless off-site provision or a financial contribution of broadly equivalent value can be robustly justified (for example to improve or make more effective use of the existing housing stock) and the agreed approach contributes to the objective of creating mixed and balanced communities. Such policies should be sufficiently flexible to take account of changing market conditions over time.'*

### **(b) London Plan (March 2015)**

Within an objective of promoting mixed and balanced communities, the latest London Plan (2015) of the current Mayor seeks to provide at least 17,000 more affordable homes per year over the 20-25 year life of the plan (**Policies 3.9 and 3.11**).

The Mayor envisages that 60% of affordable homes should be social and affordable rent and 40% intermediate rent or sale. The priority is to be for affordable family homes. Borough targets should take account of economic viability of land for housing taking account of risks to delivery and informed assessments of public funding and developer contributions (**Policy 3.11**).

The Mayor expects that the maximum reasonable amount of affordable housing should be sought on individual private residential and mixed use schemes and he seeks to maximize affordable housing output and to make the most effective use of available affordable housing resources to achieve this **(Policy 3.12)**.

The Mayor expects affordable housing to be provided on site but he says it can be provided off-site in defined exceptional cases where it can be robustly demonstrated that this is not appropriate in terms of London Plan policies. The Mayor's exceptional circumstances can include 'land swaps', securing a higher level of provision on another site, better addressing priority needs, securing a more balanced community and better sustaining strategically important clusters of economic activities **(Policy 3.12)**.

Where cash in lieu of on-site provision contributions to a borough are accepted then the Mayor expects these to be ring fenced and 'pooled' to secure efficient delivery on identified sites elsewhere or used as part of an agreed programme for provision of affordable housing. The Mayor does not consider it appropriate for cash payments in lieu of on-site provision to be used for purposes other than maximising affordable housing **(Policy 3.12)**.

The Mayor has also brought forward draft Housing Guidance in support of the latest London Plan (May 2015). The introduction highlights that this is a particularly important issue for London and that 'affordability' will remain a particular long term issue for London.

The draft guidance highlights that the London Plan is supported by the NPPF – optimising development on individual sites and maximising affordable provision to meet objectively assessed needs. It re-iterates the focus on on-site provision unless off-site provision or a financial contribution of broadly equivalent value can be robustly justified.

The draft guidance suggests that the exceptional circumstances for cash in lieu payments to a borough can include:

- To secure a higher level of provision
- To better address priority needs (especially for family housing)
- To secure a more balanced community
- To better secure strategically important clusters of economic activities

It says that consideration should only be given to off-site provision where an alternative site(s) is / are identified which would enable affordable housing provision more appropriate to the identified needs to be met and where the project is deliverable prior to the on-site market housing being completed.

The guidance says that where off-site provision is considered / proposed, then the number of homes on the second site should be in proportion to the number of private dwellings to be provided on the original site. It also says that to avoid 'incentivising' off-site provision, agreements should be financially neutral.

Finally, because of the strategic importance of maximising affordable housing development in London, the Mayor does not consider it appropriate for boroughs to use cash in lieu of on / off –site affordable housing for any other purposes other than maximising the delivery of affordable housing.

### **(c) Havering Local Development Framework (2008)**

The Local Development Framework sets out the Council's commitment to securing sustainable, attractive, mixed and balanced communities. It looks to ensure that the sizes, types and tenures of new housing meet the need of new and existing households at the local and sub-regional level. It also aims to ensure that in total, borough-wide 50% of all homes from new residential planning permissions are affordable; of which 70% social rented for those on low incomes and 30% for those on intermediate incomes **(Policy CP2)**.

The Council's development management policies say that it will aim to achieve 50% of all new homes built in the borough as affordable. In applying this target the Council will, through negotiation and agreement with the applicant assess the availability of on-site or off-site provision and will take account of factors including site, size, suitability and viability, the need to deliver a successful housing development, availability of public subsidy and other scheme requirements. The Council will seek the maximum reasonable amount of affordable housing having regard to the borough-wide target and a tenure split of 70:30 between social housing and intermediate forms. The policy will apply to all schemes for more than 10 units and on sites exceeding 0.5 hectare irrespective of the number of dwellings **(Policy DC6)**.

The Council is currently preparing a new local plan to replace the Local Development Framework. In due course the local plan will need to take account of the approach in this guidance as well as the requirements of other measures such as the Housing and Planning Bill (2015).

#### **4. How the Council expects to deal with affordable housing proposals**

The starting point for all prospective applicants should be to develop a scheme in line with national, Mayoral and Havering policy.

However, in the light of current circumstances, the Council expects to follow a negotiated approach to the delivery of affordable housing. Each scheme will be considered based on the objective of promoting mixed and balanced communities and the particular circumstances of the proposal including viability.

The Council's adopted policies should be taken into account by developers and landowners from the earliest stages in the development process: before prospective development land is sold or purchased, in the initial site and development appraisals and during concept design. Developers and landowners are also expected to consider other required planning obligations and any other costs. Zero housing grant should be assumed.

The Council will strongly resist proposals brought forward that have not made best endeavours to deliver affordable housing in line with its adopted policies. Such circumstances may include situations where a developer says that providing affordable housing in line with adopted policies is not financially viable because an applicant has paid an unreasonably high premium to acquire a site or has chosen to incorporate costly design features.

The National Planning Policy Framework (2012) recognises that early engagement between local authorities, developers and Registered Providers of affordable housing has significant potential to improve the efficiency and effectiveness of the planning application system. It can enable better co-ordination between public and private resources and improved outcomes for the community. The Framework emphasises that local planning authorities should encourage developers to take maximum advantage of the advice services offered by a local planning authority at the pre-application stage.

Accordingly, the Council will wish to work with prospective applicants to agree approaches towards affordable housing delivery. Before making a planning application which is expected to include an affordable housing requirement, applicants should contact the Council to discuss the affordable housing requirements.

Pre-application discussions will assist in clarifying the approach to on-site affordable housing provision, including the amount, type, size and tenure of the affordable housing required. These discussions may also consider whether there are sound planning or other reasons why off-site affordable housing provision on a site to be agreed by the Council or a commuted sum payment to the Council may be acceptable in lieu of on-site affordable housing provision (see below). The Council charges for pre-application discussions and details can be found on the Council's website.

As well as pre-application discussions with the Council, prospective applicants are encouraged to contact Registered Providers of affordable housing. Before making the planning application, applicants will preferably identify the Registered Provider and contact them to discuss the delivery of the affordable housing element of the development, including the Registered Provider's requirements and any potential design, size or management issues. The Council can provide a list of Registered Providers who are active in Havering.

Following discussions, there may be circumstances in which the Council and the developer agree that a commuted sum to the Council (or a combination of on-site affordable housing provision and a commuted sum) offers the best housing outcome. Where the Council considers that on-site affordable housing provision would be appropriate, but the prospective applicant wishes to propose an alternative approach, the onus will be wholly on the prospective applicant to justify to the Council why off-site provision or a commuted sum should be accepted and to demonstrate that there is no financial advantage in not delivering the affordable housing on-site.

Pre-application discussions may also consider financial viability where a prospective applicant considers that there are constraints that would jeopardise or prevent them from delivering the Council's affordable housing requirements. In such circumstances the Council will expect a robust financial viability appraisal to be submitted on an 'open book' basis by prospective developers and paid for by them.

## **5. The scope for commuted sum payments in lieu of on-site provision**

The Council's starting point is that affordable housing will normally need to be provided on-site.

However, if the Council considers that off-site provision would be appropriate because on-site provision is not achievable or it can be demonstrated that off-site provision would secure more affordable housing, the Council will require the developer to identify and secure a donor site to provide the affordable housing not being provided on site. In some circumstances the Council may be able to assist in identifying a suitable site. The Council will have to agree the suitability of any site proposed for off-site provision.

Only when it can be demonstrated to the Council's satisfaction that an alternative site cannot be identified will the payment of a commuted sum to the Council to support the delivery and supply of affordable housing be considered. The Council expects these to be exceptional circumstances.

In such cases, the commuted sum payment will be intended to optimise affordable housing outcomes for local people in line with the importance of increasing affordable housing provision. The Council will consider whether a commuted sum payment to the Council would enable the delivery of better housing outcomes than would have been provided on-site. In considering the case for a commuted sum payment to the Council and how it may be utilised the Council will take in to account recent delivery of affordable housing — type, size, tenure and location — and the precise make-up of housing need.

The Council considers that this approach is consistent with government statements about the need for flexibility in the planning system and recognition of the need to stimulate the development economy to increase the rate of provision of homes and jobs and to ensure sites are not stalled and much needed housing can be delivered.

The acceptance of commuted sums paid to the Council will be purely at the Council's discretion and such commuted sum payments will not be an option available to developers, landowners or their agents simply because that is what they (or the wider community) would prefer. The Council and the developer will agree, preferably through pre-application discussions, whether a commuted sum payment to the Council is appropriate.

Where commuted sum payments are proposed by the applicant without the Council's agreement — for example, because there have been no pre-application discussions — the onus will be on the applicant to justify to the Council why off-site provision or a commuted payment should be accepted.

In all circumstances where provision other than on-site is being considered, applicants will be required to draw on robust evidence to provide a statement that demonstrates:

- why affordable housing cannot be provided on-site, or
- in those cases where on-site provision is possible but does not result in the best housing outcome, how and why identified housing needs would be more effectively met off-site compared to on-site.

In those instances where the Council considers that on-site affordable housing provision would provide a better housing outcome, it is likely that a planning objection would be raised.

## **6. The value of commuted sum payments to the Council**

In those cases where the Council considers that a commuted sum payment to the Council is acceptable, it will be necessary to establish the value of such a payment in lieu of on-site or off-site affordable housing provision. Section 7 considers this in more detail and sets out the financial formula the Council will use.

The commuted sum payment will be expected to be broadly equivalent to the increased value accrued by the additional private development as a consequence of not providing affordable housing. Off-site provision or a financial contribution will not be a less expensive option than on-site provision.

In circumstances where the value of affordable housing is being negotiated, the Council will require the financial information about the development to be provided on an 'open book' basis. The Council will require that viability assessments and any review of the data used in a commuted sum calculation will be paid for by the developer.

The Council will approach such matters as an authority-wide issue and will review priorities for the investment of the funds secured through commuted sum payments in affordable housing in terms of local needs and pipeline schemes at the time.

The Council will use financial commuted payment sums in a number of ways to secure or deliver affordable housing and will require the flexibility to do so to be reflected in its approach and in any necessary Section 106 agreement for the development. The objective will be to provide an additional affordable housing enabling mechanism and commuted sums will be ring-fenced and earmarked to enable the provision of affordable housing within the borough in line with the continuing need for increasing the provision of affordable homes (see Section 2).

The circumstances which might justify off-site provision or payment in lieu to the Council are set out below. Such justification will need to be carefully made as the presumption will remain for on-site provision unless circumstances indicate otherwise.

## **7. Circumstances where a commuted sum payment to the Council may be acceptable**

The potential circumstances where the Council may consider that developer contributions in the form of a commuted sum payment to the Council will be appropriate are set out below. The list is not exhaustive since other circumstances may arise and the list does not imply that the Council will automatically accept a commuted payment if these circumstances arise.

They include circumstances where :

- the inclusion of on-site affordable housing would prejudice the achievement of other important housing, planning or regeneration objectives (including those of the London Mayor) or other Council approved programmes such as the delivery of the Romford and Rainham Frameworks
- the inclusion of on-site affordable housing would financially undermine significant development proposals in the vicinity of the proposal which are critical to economic and / or business growth such as Romford Town Centre

- the need for a development to reflect the overriding character of the surrounding area would result in low density development which may not be suited to maximising affordable housing provision on site
- the inclusion of affordable housing may conflict with other planning policy objectives such as the integrity and sustainability of development that is most suited to the site
- the development is in, or close to, an area where the Council considers there is already a high proportion of affordable housing and to require more would work against the development of a mixed and balanced community
- the location of the development is poorly located relative to public transport, local and community facilities and employment
- a financial contribution would better fund affordable housing development elsewhere in Havering in line with the evidenced housing needs / local requirements
- as a result of factors influencing the site's viability (including other planning obligations), development would result in the creation of homes that will not in practice be affordable (such as development involving higher value sites in higher value areas)
- it would provide funding for specialist forms of affordable housing to enable specific housing needs to be provided more effectively elsewhere
- it would provide a 'top up' fund and make it possible for a higher proportion of affordable homes to be provided elsewhere by contributing towards the forward funding / 'kick-starting' of schemes or by reducing funding gaps within pipeline / current affordable housing schemes
- the scale of development would result in a modest number of affordable housing units and there would be practical difficulties surrounding the delivery, design or on-going management of these and / or a mix of tenures
- the affordable housing units would be expensive to create and maintain / service (such as in a conversion of an existing building or a site involving a heritage asset) and this cannot be satisfactorily overcome or avoided by alternative design, massing or separate new build for the affordable housing
- mixed community objectives / housing priorities will be better met in an alternative location (for example where family sized (3 + bedroom, outdoor space or supported housing ) units are needed

## **8. Establishing the value of a commuted sum payment**

In the circumstances where it is agreed that a commuted sum payment to the Council is appropriate, it will be necessary to establish the value of the payment in lieu of 'on-site' affordable housing. The Council's approach will be to base this calculation on the increased value accrued by additional private development as a consequence of not providing affordable housing. This approach will ensure a cost neutral impact on the developer.

It is proposed that the process to calculate commuted sums will commence with an acceptance by the developer of a policy compliant provision of affordable housing, **or**



as is required for of on-site provision currently, the developer must provide a financial viability assessment in a recognised format demonstrating the levels of affordable housing that can be provided. In the case of the latter the Council will validate and agree with the developer the viability assessment. This is the current position with all residential planning applications meeting the threshold for an affordable housing requirement.

The commuted sum calculation method will then be applied using the formula as set out below:

- (a) The Open Market Value of the Units Designated as Affordable Housing
- Less
- (b) Value of the Affordable Housing
- Less
- (c) Additional Developer Costs
- Equals**
- (d) The Commuted Sum Payment

The “*Open Market Value of the Units Designated as Affordable Housing*” is the value that the ‘Affordable Units’ would sell for if they were sold on the open market as private units. This is to be supported by a valuation or local market comparable research.

When a developer is considering Private Rented Sector accommodation, then it may be appropriate to consider a valuation on the basis of the capitalised value of the market rent. The calculation for this is annual net rent (gross rent less service charge, management, maintenance, voids and bad debts) divided by an appropriate yield to be agreed with the Council.

The “*Value of the Affordable Housing*” is the capitalised value of the net rental stream for Social and Affordable Rent (gross rent less service charge, management, maintenance, voids and bad debts), and the value of the first tranche sale plus the capitalised value of the net rental stream for the shared ownership units.

This should be calculated using a Discounted Cash-flow methodology

The “*Additional Developer Costs*” are reasonable additional costs to be agreed between the Council and developer. This could include additional marketing costs, sales incentives or an increased specification for example. These costs must be clearly justified and set out by the developer and only relate to the additional private units.

A worked example is set out as an Appendix to this note.

## **9. Monitoring**

The Council will record how much money is collected through commuted sum payments, where such payments have been received and where and how they have been spent.

It will publish this information on an annual basis at the end of each financial year.

## Appendix

An example of a commuted sum calculation

This is based on a notional scheme of 40 units

<b>Scheme Description</b>		
Anywhere Development	Units	40
Scheme GDV		14,000,000
Affordable requirement after viability test		40%
Affordable Units (40 * 40%)	Units	16

<b>Commuted Sum Calculation</b>		
<i>(a) Open Market Value of the Units Designated as Affordable Housing</i>		
	No. of Units	16
	Value/unit	350,000
	<b>Total Sales Value</b>	<b>5,600,000</b>
<i>(b) Value of the Affordable Housing</i>		
	Value of Rented Units	1,324,442
	Value of Shared Ownership	1,032,750
	<b>Total Value of Affordable</b>	<b>2,357,192</b>
(c) Additional Developer Costs		<b>560,000</b>
<b>Commuted Sum Payable (a) - (b) - (c)</b>		<b>2,682,808</b>

## **Commuted Payment Examples**

### **Century House, 69-71 Oldchurch Road**

This scheme relates to the demolition of the existing warehouse and office and the construction of 34 no. flats and 2 no. houses.

Permission was first sought in 2009 (reference P0586.09). The Regulatory Services Committee resolved to approve the application on 13 August 2009, subject to a legal agreement to secure, amongst other things, 35% of the units for affordable housing purposes. The legal agreement was never completed and the application was withdrawn in June 2011.

Permission was sought in 2012 for the same scheme (reference P1020.12). The Committee resolved to approve the application on 10 January 2013, subject to a legal agreement to secure, amongst other things, 8% of the units for affordable housing purposes. The 8% offer was supported by a viability assessment.

The legal agreement was, again, not completed due to viability reasons. This led to the re-reporting of the application to Committee on 21 August 2014. An updated viability assessment was submitted at the time to demonstrate that the scheme could no longer provide any affordable housing. The Committee resolved to approve the application on that basis and permission was given in March 2015.

### **Winifred Whittingham**

This scheme related to the 36 no. houses.

Permission was given (reference P1354.12) subject to a legal agreement, to secure, amongst other things, 4 units for affordable housing purposes in the form of shared equity tenure delivered through the Westbury Housing Investment model (the applicants' (Persimmon Homes) affordable housing delivery arm).

The GLA have previously indicated that they do not support the WHI model of affordable housing delivery and Housing colleagues have had similar reservations about its true 'affordability'. A commuted sum may have been a better solution here.

### **St Georges Hospital, Suttons Lane**

This scheme related to the redevelopment of the hospital site to provide up to 290 dwellings (reference P0321.15). The application was submitted in outline form. The scheme was refused contrary to recommendation, but is a good example of how an 'either/or' position can be reached on affordable housing provision.

The affordable housing offer made equated to 15% of the overall number of units. This offer was supported by a viability assessment. As a potential alternative to all of the affordable housing being provided on site, a solution was negotiated with the applicant to enable off site provision at a rate greater than 15%.

Further details of the position taken on this scheme are available within the committee report, see Page 162 of PDF available via:

<http://democracy.havering.gov.uk/ieListDocuments.aspx?CId=134&MId=3207&Ver=4>

This page is intentionally left blank

**CABINET**

13 April 2016

**Subject Heading:**

**Cabinet Member:**

**CMT Lead:**

**Report Author and contact details:**

**Policy context:**

**Financial summary:**

**Is this a Key Decision?**

**Is this a Strategic Decision?**

**When should this matter be reviewed?**

**Reviewing OSC:**

**Corporate Plan 2016/17**

**Councillor. Clarence Barrett**

**Andrew Blake-Herbert**

Deputy Chief Executive - Communities & Resources

Pippa Brent-Isherwood

Head of Policy & Performance

[Phillipa.Brent-Isherwood@havering.gov.uk](mailto:Phillipa.Brent-Isherwood@havering.gov.uk)

01708 431950

The Corporate Plan sets out the Council's mission statement and how this will be delivered over the forthcoming year.

There are no specific financial issues. It is expected that the Corporate Plan will be delivered within existing resources.

**Yes**

**Yes**

March 2017

Overview & Scrutiny Board

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

Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

**SUMMARY**

This report presents the Corporate Plan 2016/17, which is based on the Council's mission statement **Clean | Safe | Proud**.

**RECOMMENDATIONS**

That Cabinet:

1. **Approves** the Corporate Plan 2016/17 and
2. **Delegates authority** to the responsible Cabinet Members to approve a selection of additional customer satisfaction / outcomes focused corporate performance indicators for inclusion in the Corporate Plan early in the new financial year.

**REPORT DETAIL**

1. The Corporate Plan sets out the Council's mission statement **Clean | Safe | Proud** and the activities that the Council will undertake to 'support our community', 'use our influence and 'lead by example' during the 2016/17 financial year.
2. A selection of key performance indicators is included that will help the Council to monitor performance against these commitments. Performance against these indicators will be reported regularly throughout the year to the Cabinet, the Overview and Scrutiny Board and the Overview and Scrutiny Sub-Committees.
3. Work is on-going to develop a selection of additional customer satisfaction / outcome based performance indicators and the methods of measuring performance against these, to be implemented during the new financial year. It is intended that these will relate, for example, to customer satisfaction with key public services that deliver the Council's overarching strategic priorities of "Clean, Safe and Proud". It is proposed that authority be delegated to the responsible Cabinet Members to approve these additional performance indicators for inclusion within the Corporate Plan early in the new financial year.
4. The Corporate Plan is used to inform service planning and to ensure that the Council's operational activities and measures are linked back to its overarching mission statement.
5. The Corporate Plan 2016/17 is attached at **Appendices 1 - 4** for approval.

**REASONS AND OPTIONS**

**Reasons for the decision:** To provide the Council with a Corporate Plan for the forthcoming year based on its mission statement - **Clean | Safe | Proud**.

**Other options considered:** N/A

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

There are no direct financial implications or risks arising from this report. It is expected that the Corporate Plan will be delivered within existing resources.

### **Human Resources implications and risks:**

There are no direct HR implications or risks from this report. Any HR issues which occur as part of any change processes will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy Policy and associated guidance.

### **Legal implications and risks:**

There are no direct legal implications or risks from this report. The corporate service planning process will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by the Government even if there are inadequate or no commensurate increases in Government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses.

### **Equalities implications and risks:**

The Equality Act 2010 requires public authorities to have due regard to the three aims of the Public Sector Equality Duty when exercising public functions (e.g. planning, delivering and re-designing services). The three aims of the Public Sector Equality Duty are to:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity, and
- Foster good community relations between people who share any protected characteristics and those who do not.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

Currently there are nine protected characteristics (previously known as "equality groups" or "equality strands") covered under the Equality Act 2010. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Detailed equality implications of individual proposals and activities will be assessed as necessary as part of the corporate service planning process. Equality impact assessments are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

**BACKGROUND PAPERS**

None



	<b>CLEAN</b> Havering will be clean and we will care for the environment	<b>SAFE</b> People will be safe, in their homes and in the community	<b>PROUD</b> Our residents will be proud to live in Havering
<p><b>Supporting our community</b></p> <p>By spending money on things that matter most</p> <ul style="list-style-type: none"> <li>- clean, safe streets, parks and town centres</li> <li>- protecting people in need</li> <li>- supporting local firms to grow and create jobs</li> <li>- energising towns to improve the quality of life</li> </ul>	<p><b>Cleaner Havering</b></p> <ul style="list-style-type: none"> <li>- Keep the borough as clean as possible by using our resources as efficiently as possible</li> <li>- Promote recycling and waste reduction to reduce waste tonnages going to landfill and minimise forecast increases in disposal costs</li> <li>- Manage our refuse collection services efficiently and effectively</li> <li>- Tackle congestion and improve traffic management particularly around high risk areas such as schools</li> <li>- Maintain and win Green Flags for our parks</li> </ul> <p><b>Protecting our environment</b></p> <ul style="list-style-type: none"> <li>- Improve the energy efficiency of vulnerable households by improving insulation and heating systems</li> <li>- Promote and enable improved air quality, working with key stakeholders</li> <li>- Improve nature conservation and increase biodiversity in parks and green spaces</li> <li>- Work with neighbouring authorities and external agencies to tackle environmental crime</li> </ul>	<p><b>Safer communities</b></p> <ul style="list-style-type: none"> <li>- Work with the police and other partners to reduce overall levels of crime and fear of crime</li> <li>- Support victims of violence, domestic abuse and anti-social behaviour and work to tackle the causes of such crimes</li> <li>- Protect residents from poor food hygiene, rogue traders and scams</li> <li>- Support the community to be prepared for emergency situations such as flooding</li> <li>- Utilise planning powers to promote public safety</li> <li>- Continue to provide a high quality, responsive Parks Protection service</li> </ul> <p><b>Protecting people in need</b></p> <ul style="list-style-type: none"> <li>- Effectively manage demands on our services so that we can deliver timely and proportionate interventions for vulnerable people.</li> <li>- Build on improvements to the quality of placements for children in care, improving the timeliness of permanency and enhancing outcomes for care leavers.</li> <li>- Work with health partners to reduce A&amp;E attendance and unnecessary hospital and care home admissions by providing high quality, integrated community health and social care services</li> <li>- Support those who care for vulnerable relatives</li> <li>- Work with the voluntary and community sector to support people and communities to look after themselves and each other where possible</li> </ul>	<p><b>Supporting business to create jobs</b></p> <ul style="list-style-type: none"> <li>- Support local businesses, including start-ups, and promote investment in Havering</li> </ul> <p><b>Energising towns to improve quality of life</b></p> <ul style="list-style-type: none"> <li>- Deliver the right high quality housing schemes to meet the needs of our changing community</li> <li>- Deliver economic vitality in town centres</li> <li>- Promote cultural activity in our town centres, focusing on Hornchurch and Romford</li> <li>- Continue to work towards delivering the new Romford Leisure Centre in 2018</li> <li>- Promote libraries as community hubs and IT access points</li> </ul> <p><b>Promoting Civic Pride</b></p> <ul style="list-style-type: none"> <li>- Promote the culture and attractions of Havering to existing residents and new visitors alike</li> <li>- Strengthen civic pride through the celebration of local and national heritage, traditions and institutions</li> <li>- Improve our housing and estates, so our tenants are proud of where they live</li> </ul>
<p><b>Using our influence</b></p> <p>By bringing</p> <ul style="list-style-type: none"> <li>- more jobs, homes, schools and transport to Havering</li> <li>- balance growth of business centres with protection of 'green Havering'</li> <li>- encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives</li> </ul>	<p><b>Protecting 'green' Havering</b></p> <ul style="list-style-type: none"> <li>- Process planning applications efficiently in order that the Council maintains its statutory responsibility for Planning</li> <li>- Use planning policy to encourage environmentally friendly development</li> <li>- Develop and adopt a new Local Plan which balances attractive development with protection of the green belt</li> <li>- Work with partners to protect and enhance Havering's natural and built heritage</li> <li>- Encourage 'green' schools by introducing schemes for composting, biomass, etc.</li> <li>- Clean land contaminated through previous industrial use as part of the planning process</li> </ul> <p><b>Keeping Havering tidy</b></p> <ul style="list-style-type: none"> <li>- Work with residents to encourage behaviour change and community responsibility to keep the borough clean and tidy</li> <li>- Take action against fly-tippers and vandals who spoil Havering for others</li> <li>- Work with food businesses to reduce litter</li> </ul>	<p><b>Safer communities</b></p> <ul style="list-style-type: none"> <li>- Develop a range of housing option solutions to prevent residents from becoming homeless</li> <li>- Work with partners to tackle young people's vulnerability to mental health issues, drugs, alcohol, gangs and radicalisation</li> <li>- Consolidate learning to ensure that we continue to provide effective and coordinated services for children at risk of child sexual exploitation</li> <li>- Promote healthier lifestyles to help residents live well for longer</li> <li>- Continue to work with health partners to integrate our social care and health services to produce better outcomes for local people</li> <li>- Work with partners to deliver the Health and Wellbeing Strategy</li> <li>- Continue to improve the quality and effectiveness of social work interventions and improve the experience for children, families and adults</li> <li>- Ensure that feedback from children and their families, adults and carers is sought and acted upon in order to improve the quality of interventions</li> </ul>	<p><b>More jobs, homes and schools</b></p> <ul style="list-style-type: none"> <li>- Influence the quality of private housing and the places where people live</li> <li>- Improve the educational attainment of all our children and young people</li> </ul> <p><b>Promote Havering as a destination of choice for residents, businesses and visitors</b></p> <ul style="list-style-type: none"> <li>- Work with partners to deliver vibrant economic growth</li> <li>- Work with education partners to equip Havering's residents with the skills they need</li> <li>- Encourage residents to play an active part in their communities through volunteering</li> <li>- Work with partners, including TfL and Crossrail, to improve transport links and interchange facilities</li> <li>- Increase the number of residents in paid employment</li> <li>- Deliver a new library in Harold Hill and the Broxhill Sports Park, and restore Langtons Gardens</li> </ul>
<p><b>Leading by example</b></p> <p>By running a low-cost Council that respects you by using money wisely</p> <ul style="list-style-type: none"> <li>- work with others to reduce costs</li> <li>- help people do business with us at any time</li> <li>- hold ourselves to high standards</li> </ul>	<p><b>Protecting our environment</b></p> <ul style="list-style-type: none"> <li>- Ensure the waste collection fleet meets new emission standards for a cleaner environment</li> <li>- Promote renewable energy schemes such as solar panels on Council buildings</li> </ul> <p><b>Helping people do business with us</b></p> <ul style="list-style-type: none"> <li>- Make reporting issues easier and more cost-effective through the use of new technology</li> <li>- Participate fully in the East London Waste Authority (ELWA) in order to ensure value for money for Havering and mitigate the financial and environmental risks of sending waste to landfill</li> </ul>	<p><b>Safer and affordable care</b></p> <ul style="list-style-type: none"> <li>- Deliver affordable social care</li> <li>- Support social care staff to practice effectively within the ethos of the Care Act and Children and Families Act.</li> <li>- Work with BHRUT on workforce planning</li> <li>- Councillors and senior officers will act as good 'corporate parents' for looked after children by monitoring and supporting their progress as they grow</li> <li>- Councillors and senior officers will act as good "corporate guardians" for adults who lack mental capacity to make decisions about aspects of their lives</li> </ul>	<p><b>Working with others to reduce costs</b></p> <ul style="list-style-type: none"> <li>- Seek to maximise funding for Havering through lobbying and attracting other external funds</li> <li>- Continue to work through the Debt Management Board to monitor and manage down levels of debt owed to the Council</li> <li>- Improve online access to the Council</li> <li>- Be clear about our customer service standards and hold ourselves to account for fulfilling these</li> <li>- Focus resources where they deliver best value.</li> <li>- Think more commercially in regards to our assets and resources to generate more income</li> <li>- Continue to work with other boroughs in Local London to make the case for devolution and to secure better funding and resources for Havering</li> </ul> <p><b>Holding ourselves to high standards</b></p> <ul style="list-style-type: none"> <li>- Attract, retain and develop high performing staff</li> <li>- Continue to provide transparent and accessible information about how we are performing and what we are spending</li> </ul>

*“Havering will be clean and we will care for the environment”*

	We will...	Performance Targets / Critical Success Factors
<p><b>Supporting our community</b></p> <p>By spending money on things that matter most</p> <ul style="list-style-type: none"> <li>- clean, safe streets</li> <li>- protecting people in need</li> <li>- supporting local firms to grow and create jobs</li> <li>- energising towns to improve the quality of life</li> </ul>	<p><b>Cleaner Havering</b></p> <ul style="list-style-type: none"> <li>- Keep the borough as clean as possible by using our resources as efficiently as possible</li> <li>- Promote recycling and waste reduction to reduce waste tonnages going to landfill and minimise forecast increases in disposal costs</li> <li>- Manage our refuse collection services efficiently and effectively</li> <li>- Tackle congestion and improve traffic management particularly around high risk areas such as schools</li> <li>- Maintain and win Green Flags for our parks</li> </ul> <p><b>Protecting our environment</b></p> <ul style="list-style-type: none"> <li>- Improve the energy efficiency of vulnerable households by improving insulation and heating systems</li> <li>- Promote and enable improved air quality, working with key stakeholders</li> <li>- Improve nature conservation and increase biodiversity in parks and green spaces</li> <li>- Work with neighbouring authorities and external agencies to tackle environmental crime</li> </ul>	<ul style="list-style-type: none"> <li>- Implement and embed the new working model for Public Realm services</li> <li>- Deliver the street care capital programme ensuring money allocated to street and pavements improvements is effectively prioritised and spent to allocation during the year</li> <li>- Submit successful bids for TfL’s Local Improvement Programme (LIP) funding, to allow continued improvement of the infrastructure and openness of our town centres</li> <li>- Increase the number of parks with Green Flag Status to 11</li> <li>- Remove reported Streetcare flytips within 1 day</li> <li>- Implement the Safer Schools Programme</li> <li>- Results of customer satisfaction surveys</li> </ul>
<p><b>Using our influence</b></p> <p>By bringing</p> <ul style="list-style-type: none"> <li>- more jobs, homes, schools and transport to Havering</li> <li>- balance growth of business centres with protection of ‘green Havering’</li> <li>- encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives</li> </ul>	<p><b>Protecting ‘green’ Havering</b></p> <ul style="list-style-type: none"> <li>- Process planning applications efficiently in order that the Council maintains its statutory responsibility for Planning</li> <li>- Use planning policy to encourage environmentally friendly development</li> <li>- Develop and adopt a new Local Plan which balances attractive development with protection of the green belt</li> <li>- Work with partners to protect and enhance Havering’s natural and built heritage</li> <li>- Encourage ‘green’ schools by introducing schemes for composting, biomass, etc.</li> <li>- Clean land contaminated through previous industrial use as part of the planning process</li> </ul> <p><b>Keeping Havering tidy</b></p> <ul style="list-style-type: none"> <li>- Work with residents to encourage behaviour change and community responsibility to keep the borough clean and tidy</li> <li>- Take action against fly-tippers and vandals who spoil Havering for others</li> <li>- Work with food businesses to reduce litter</li> </ul>	<ul style="list-style-type: none"> <li>- Process 65% of major applications within 13 weeks</li> <li>- Process 65% of minor applications within 8 weeks</li> <li>- Process 80% of other applications within 8 weeks</li> <li>- No more than 35% of appeals are allowed against refusal of planning permission</li> <li>- Adopt a new Local Plan in 2016/17</li> <li>- Implement the Community Infrastructure Levy (CIL)</li> <li>- Increase the number of volunteers active as Friends of Parks by 10%</li> <li>- Decrease waste tonnage to 85,386 tonnes</li> <li>- Continue to run the cleaner Havering campaign, focusing on dog mess, fly tipping and takeaway food refuse</li> <li>- Engage 256 volunteers in community clean up schemes</li> <li>- Work with the Environment Agency and other appropriate authorities to prevent major fly tipping hot spots, holding multi-agency meetings quarterly to review hot spot issues</li> <li>- Results of customer satisfaction surveys</li> </ul>
<p><b>Leading by example</b></p> <p>By running a low-cost Council that respects you by using money wisely</p> <ul style="list-style-type: none"> <li>- work with others to reduce costs</li> <li>- help people do business with us at any time</li> <li>- hold ourselves to high standards</li> </ul>	<p><b>Protecting our environment</b></p> <ul style="list-style-type: none"> <li>- Ensure the waste collection fleet meets new emission standards for a cleaner environment</li> <li>- Promote renewable energy schemes such as solar panels on Council buildings</li> </ul> <p><b>Helping people do business with us</b></p> <ul style="list-style-type: none"> <li>- Make reporting issues easier and more cost-effective through the use of new technology</li> <li>- Participate fully in the East London Waste Authority (ELWA) in order to ensure value for money for Havering and mitigate the financial and environmental risks of sending waste to landfill</li> </ul>	<ul style="list-style-type: none"> <li>- Keep the ELWA levy contribution within the budget allocation within the council’s overall budget strategy</li> <li>- Use ecological solutions in parks and country parks wherever appropriate by retaining and developing heritage cart horse schemes and increasing composting within parks maintenance.</li> </ul>

*“People will be safe, in their homes and in the community”*

Supporting our community	We will...	Performance Targets / Critical Success Factors
<p>By spending money on things that matter most:</p> <ul style="list-style-type: none"> <li>- clean, safe streets</li> <li>- protecting people in need</li> <li>- supporting local firms to grow and create jobs</li> <li>- energising towns to improve the quality of life</li> </ul>	<p><b>Safer communities</b></p> <ul style="list-style-type: none"> <li>- Work with the police and other partners to reduce overall levels of crime and fear of crime</li> <li>- Support victims of violence, domestic abuse and anti-social behavior and work to tackle the causes of such crimes</li> <li>- Protect residents from poor food hygiene, rogue traders and scams</li> <li>- Support the community to be prepared for emergency situations such as flooding</li> <li>- Utilise planning powers to promote public safety</li> <li>- Continue to provide a high quality, responsive Parks Protection service</li> </ul> <p><b>Protecting people in need</b></p> <ul style="list-style-type: none"> <li>- Effectively manage demands on our services so that we can deliver timely and proportionate interventions for vulnerable people.</li> <li>- Build on improvements to the quality of placements for children in care, improving timeliness of permanency and enhancing outcomes for care leavers.</li> <li>- Work with health partners to reduce A&amp;E attendance and unnecessary hospital and care home admissions by providing high quality, integrated community health and social care services</li> <li>- Support those who care for vulnerable relatives</li> <li>- Work with the voluntary and community sector to support people and communities to look after themselves and each other where possible</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce the percentage of repeat DV cases going to the Multi-Agency Risk Assessment Conference (MARAC) to 24.5%</li> <li>- Reduce the number of anti-social behaviour incidents to 4,642</li> <li>- Reduce the number of total notifiable offences to XXXX(MOPAC target not yet available)</li> <li>- 20 new in-house foster carers will be recruited, resulting in a total of 90 in-house foster carers</li> <li>- 40% of looked after children (LAC) will be placed in in-house foster care</li> <li>- 70% of looked after children (LAC) placements will last at least 2 years</li> <li>- 70% of LAC who leave care at 18 will remain living with their foster carers (Staying Put)</li> <li>- Reduce the rate of permanent admissions of people aged 18-64 to residential and nursing care homes to 12 per 100,000 population</li> <li>- Reduce the rate of permanent admissions of people aged 65+ to residential and nursing care homes to 598.1 per 100,000 population</li> <li>- Maintain the rate of delayed transfers of care attributable to Adult Social Care (ASC) only at 1 per 100,000 population</li> <li>- 16% of looked after children who ceased to be looked after will cease as a result of permanency (Adoption and Special Guardianship)</li> <li>- 75% of children will wait less than 14 months between entering care and moving in with their adopting family</li> <li>- 80% of care proceedings will be completed in under 26 weeks</li> </ul>
<p><b>Using our influence</b></p> <p>By bringing</p> <ul style="list-style-type: none"> <li>- more jobs, homes, schools and transport to Havering</li> <li>- balance growth of business centres with protection of 'green Havering'</li> <li>- encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives</li> </ul>	<p><b>Safer communities</b></p> <ul style="list-style-type: none"> <li>- Develop a range of housing option solutions to prevent residents from becoming homeless gangs and radicalisation</li> <li>- Consolidate learning to ensure we continue to provide effective and coordinated services for children at risk of child sexual exploitation</li> <li>- Promote healthier lifestyles to help residents live well for longer</li> <li>- Continue to work with health partners to integrate our social care and health services to produce better outcomes for local people</li> <li>- Work with partners to deliver the Health and Wellbeing Strategy</li> <li>- Continue to improve the quality and effectiveness of social work interventions and improve the experience for children, families and adults.</li> <li>- Ensure that feedback from children and their families, adults and carers is sought and acted upon in order to improve the quality of interventions.</li> </ul> <p><b>Safer and affordable care</b></p> <ul style="list-style-type: none"> <li>- Deliver affordable social care</li> <li>- Support social care staff to practice effectively within the ethos of the Care Act and Children and Families Act.</li> <li>- Work with BHRUT on workforce planning</li> <li>- Councillors and senior officers will act as good 'corporate parents' for looked after children by monitoring and supporting their progress as they grow</li> <li>- Councillors and senior officers will act as good "corporate guardians" for adults who lack mental capacity to make decisions about aspects of their lives</li> </ul>	<ul style="list-style-type: none"> <li>- Continued minimal use of B&amp;B accommodation for homeless households</li> <li>- Deliver the Violence Against Women and Girls (VAWG) Strategy and Action Plan</li> <li>- Deliver the Serious Group Violence Strategy and Action Plan</li> <li>- Deliver the local PREVENT Plan</li> <li>- Achieve 50% successful completion of drug treatment (opioids and non-opioids)</li> <li>- Deliver the performance targets set out in the Health and Wellbeing Strategy</li> <li>- 80% of children and families will report that Early Help services made an improvement to their assessed needs</li> <li>- No more than 10% of children becoming the subject of a Child Protection Plan will be subject to a Plan for a second or subsequent time within 2 years</li> <li>- Increase the percentage of older people (aged 65+) who are still at home 91 days after discharge from hospital into reablement services to 87%</li> <li>- Increase the percentage of adults with learning disabilities who live in their own home or with their family to 63.5%</li> <li>- Increase the percentage of adults in contact with secondary mental health services living independently to XX% (target yet to be set by NELFT)</li> <li>- Increase the percentage of people using social care who receive self-directed support and those receiving direct payments to 83%</li> <li>- Increase the percentage of direct payments as a proportion of self-directed support to 42%</li> <li>- 95 carers will receive self-directed support</li> <li>- 95 carers will receive a direct payment</li> <li>- Develop and implement a redesign of home care provision</li> <li>- Implement the Shared Lives pilot scheme in Havering by September 2016</li> <li>- Support the planning and modelling of an Accountable Care Organisation (ACO) across Barking and Dagenham, Havering and Redbridge</li> </ul>
<p><b>Leading by example</b></p> <p>By running a low-cost Council that respects you by using money wisely</p> <ul style="list-style-type: none"> <li>- work with others to reduce costs</li> <li>- help people do business with us at any time</li> <li>- hold ourselves to high standards</li> </ul>		

*“Our residents will be proud to live in Havering”*

We will...		Performance Targets / Critical Success Factors
<p><b>Supporting our community</b></p> <p>By spending money on things that matter most</p> <ul style="list-style-type: none"> <li>- clean, safe streets</li> <li>- protecting people in need</li> <li>- supporting local firms to grow and create jobs</li> <li>- energising towns to improve the quality of life</li> </ul>	<p><b>Supporting business to create jobs</b></p> <ul style="list-style-type: none"> <li>- Support local businesses, including start-ups, and promote investment in Havering</li> </ul> <p><b>Energising towns to improve quality of life</b></p> <ul style="list-style-type: none"> <li>- Deliver the right high quality housing schemes to meet the needs of our changing community</li> <li>- Deliver economic vitality in town centres</li> <li>- Promote cultural activity in our town centres, focusing on Hornchurch and Romford</li> <li>- Continue to work towards delivering the new Romford Leisure Centre in 2018</li> <li>- Promote libraries as community hubs and IT access points</li> </ul> <p><b>Promoting Civic Pride</b></p> <ul style="list-style-type: none"> <li>- Promote the culture and attractions of Havering to existing residents and new visitors alike</li> <li>- Strengthen civic pride through the celebration of local and national heritage, traditions and institutions</li> <li>- Improve our housing and estates, so our tenants are proud of where they live</li> </ul>	<ul style="list-style-type: none"> <li>- 600 businesses will access advice through regeneration initiatives</li> <li>- Provide advice to 100 potential start-up businesses through the Business Start-Up Programme</li> <li>- 100 new housing units under construction for Mercury Land Holdings Limited</li> <li>- Complete 96% of housing repairs on time (including contractors)</li> <li>- 97.9% of estate inspections will achieve the target score</li> <li>- Regenerate Romford market to bring in new traders and attract more shoppers</li> <li>- Support the delivery of Beam Reach railway station and opportunities afforded by Crossrail</li> <li>- Deliver Housing Zone plans in Romford and Rainham</li> <li>- Romford Leisure Centre development on track for completion in 2018</li> <li>- Deliver the annual Havering Show</li> <li>- Deliver the annual community Christmas Lights Switch Ons and other community events</li> <li>- Attract 1,017,000 physical visits to the borough's libraries</li> <li>- 98% of Council homes will meet the decency standard</li> </ul>
<p><b>Using our influence</b></p> <p>By bringing more jobs, homes, schools and transport to Havering</p> <ul style="list-style-type: none"> <li>- balance growth of business centres with protection of 'green Havering'</li> <li>- encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives</li> </ul>	<p><b>More jobs, homes and schools</b></p> <ul style="list-style-type: none"> <li>- Influence the quality of private housing and the places where people live</li> <li>- Improve the educational attainment of all our children and young people</li> </ul> <p><b>Promote Havering as a destination of choice for residents, businesses and visitors</b></p> <ul style="list-style-type: none"> <li>- Work with partners to deliver vibrant economic growth</li> <li>- Work with education partners to equip Havering's residents with the skills they need</li> <li>- Encourage residents to play an active part in their communities through volunteering</li> <li>- Work with partners, including TfL and Crossrail, to improve transport links and interchange facilities</li> <li>- Increase the number of residents in paid employment</li> <li>- Deliver a new Library in Harold Hill and the Broxhill Sports Park, and restore Langtons Gardens</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the number of apprentices (aged 16-18) recruited in the borough to 690</li> <li>- Maintain the percentage of 16-19 year olds (school years 12-14) who are not in education, employment or training (NEET) at 4%</li> <li>- 60% of young people leaving care will be in education, employment or training at age 18 and at age 21</li> <li>- Increase the number of volunteers assisting in the running of library services to 380</li> <li>- 80% of Early Years providers (PVI settings and child minders only) will be judged Good or Outstanding by Ofsted</li> <li>- 80% of schools will be judged Good or Outstanding by Ofsted</li> <li>- 681 free early years education offers will be extended to disadvantaged 2 year olds.</li> <li>- 8.7% of adults with a learning disability will be in paid employment</li> <li>- Increase the number of adults in contact with secondary mental health services in paid employment to XXX (target yet to be set by NELFF)</li> <li>- Reduce the average void to re-let time to 14 days</li> </ul>
<p><b>Leading by example</b></p> <p>By running a low-cost Council that respects you by using money wisely</p> <ul style="list-style-type: none"> <li>- work with others to reduce costs</li> <li>- help people do business with us at any time</li> <li>- hold ourselves to high standards</li> </ul>	<p><b>Working with others to reduce costs</b></p> <ul style="list-style-type: none"> <li>- Seek to maximise funding for Havering through lobbying and attracting other external funds</li> <li>- Continue to work through the Debt Management Board to monitor and manage down levels of debt owed to the Council.</li> <li>- Improve online access to the Council</li> <li>- Be clear about our customer service standards and hold ourselves to account for fulfilling these</li> <li>- Focus resources where they deliver best value.</li> <li>- Think more commercially in regards to our assets and resources to generate more income</li> <li>- Continue to work with other Boroughs in Local London to make the case for devolution and to secure better funding and resources for Havering</li> </ul> <p><b>Holding ourselves to high standards</b></p> <ul style="list-style-type: none"> <li>- Attract, retain and develop high performing staff</li> <li>- Continue to provide transparent and accessible information about how we are performing and what we are spending</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain levels of debt as currently benchmarked</li> <li>- Collect 97% of Council Tax</li> <li>- Continue to process new Housing Benefit / Council Tax Support claims within 20 days</li> <li>- Continue to process changes in circumstances of Housing Benefit / Council Tax Support claimants within 12 days</li> <li>- Collect 98% of National Non-Domestic Rates (NINDR)</li> <li>- Complete 95% of Corporate Complaints within 15 days</li> <li>- Complete 95% of Member enquiries within 15 days</li> <li>- Maintain the percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice at 95%</li> <li>- 85% of customers will be satisfied with the Contact Centre</li> <li>- Increase the number of online transactions as a percentage of all transactions to 50%</li> <li>- Implement and embed a new corporate performance management system</li> </ul>

## **CABINET**

**13 April 2016**

**Subject Heading:**

**Corporate Performance Report:  
Quarter 3 (2015/16)**

**Cabinet Member:**

**Councillor Clarence Barrett**

**CMT Lead:**

**Andrew Blake-Herbert**

**Report Author and contact details:**

Pippa Brent-Isherwood, Head of Policy & Performance  
[phillipa.brent-isherwood@havering.gov.uk](mailto:phillipa.brent-isherwood@havering.gov.uk)  
 01708 431950

**Policy context:**

The report sets out Quarter 3 performance for each of the strategic goals (Clean, Safe and Proud)

**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 sub-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**

- |  |     |
|--|-----|
| Havering will be clean and its environment will be cared for | [X] |
| People will be safe, in their homes and in the community     | [X] |
| Residents will be proud to live in Havering                  | [X] |

**SUMMARY**

The Corporate Performance Report provides an overview of the Council’s performance for each of the strategic goals (Clean, Safe and Proud). The report highlights areas of strong performance and potential areas for improvement.

The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for 2015/16 are as follows:

- **Red** = more than the ‘**target tolerance**’ off the quarter target and where performance is *not improving*
- **Amber** = more than the ‘**target tolerance**’ off the quarter target and where performance has *improved or been maintained*.
- **Green** = on or within the ‘**target tolerance**’ of the quarter target

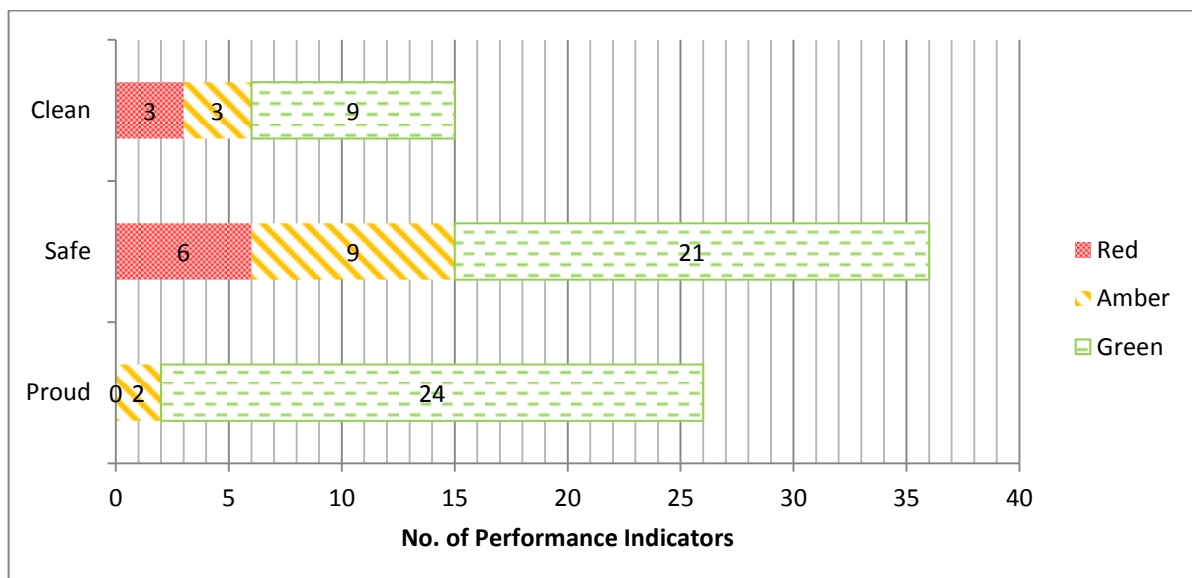
Where performance is more than the ‘**target tolerance**’ off the quarter target and the RAG rating is ‘**Red**’, ‘**Corrective Action**’ is included in the report. This highlights what action the Council will take to address poor performance.

Also included in the report are Direction of Travel (DoT) columns, which compare:

- Short-term performance – with the previous quarter (Quarter 2 2015/16)
- Long-term performance – with the same time the previous year (Quarter 3 2014/15)

A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.

**Quarter 3 2015/16 RAG Summary**



78 Corporate Performance Indicators have been measured this quarter. 77 have been given a RAG status. In summary:

- **54 (70%)** have a RAG status of **Green**.
- **24 (30%)** have a RAG status of **Red or Amber**.

The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also attached to the report (as **Appendix 2**) is a Demand Pressure Dashboard that illustrates the growing demands on Council services and the context that the performance levels set out in this report have been achieved within.

As reported in Quarter 2, the feasibility of being able to achieve the targets associated with the following indicators (performance against which is RAG rated as “Red” or “Amber” for Quarter 3) is currently being reviewed in the context of the increasing levels of demand:

- Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)
- Total non-elective admissions into hospital (general and acute), all-age per 100,000 population
- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Percentage of looked after children (LAC) placed in LBH foster care

The outcomes of this review have been considered as part of the Council’s budget strategy, as well as the corporate and service planning processes for next financial year, as additional budget and / or other resources would need to be allocated to these areas in order to improve their performance. The Council’s draft budget already recognises the demographic pressures illustrated at **Appendix 2** however both the budget and / or the targets will be revised as necessary in light of the review of the level of additional resources required to achieve the targets as they are currently set.

It is also important to note that, whilst performance against a number of indicators that are the responsibility of Children’s Services are currently RAG rated as “Red” or “Amber”, the Council’s performance targets for this year have been set predominantly within the context of the Council’s historic performance levels. Given the recent significant changes in the demographic composition of the borough and the financial and other resource challenges faced by Children’s Services, it is now more appropriate to evaluate the Council’s performance in this area in comparison with statistically similar authorities and the national averages, as opposed to its own historic performance. When evaluated against these measures, the Council’s performance is much more in line with where we would expect it to be. This will be reflected within the service planning and target setting processes for next financial year.

### **Future performance reporting arrangements**

As approved through the Quarter 2 report, from the new financial year onwards the quarterly and annual performance reports will be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This will allow the Overview and Scrutiny Board to maintain oversight of the value the individual committees are adding in monitoring and influencing performance and would also allow the Cabinet reports to reflect any actions the overview and scrutiny committees may be taking to improve performance in highlighted areas. Work will be undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet would still receive the reports within the same timescale as currently, but with the added benefit that the individual scrutiny committees would already have had the

opportunity to scrutinise the data and commission relevant pieces of work in response. The time taken to complete the entire reporting cycle will therefore be shortened.

## RECOMMENDATIONS

That Cabinet:

1. **Reviews** the levels of performance set out in **Appendix 1** and the corrective action that is being taken, and
2. **Notes** the content of the Demand Pressures Dashboard attached as **Appendix 2**.

## REPORT DETAIL

### **HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT**

The Council's performance on making Havering a clean borough has been positive, with **60%** (9 of 15) indicators performing within target tolerance, and **33%** (5 of 15) indicators showing an improvement on the previous quarter.

#### **Highlights:**

- Residual household waste per household is better than target and better than during the same period last year. The Council has a continuing programme of waste reduction initiatives being implemented throughout the borough.
- The percentage of minor planning applications processed within 8 weeks at the end of each quarter over a two year period is better than both target and the previous quarter following a number of initiatives to improve performance.
- The number of volunteers participating in community clean ups is already above the year-end target at 206 volunteers.

#### **Improvements required:**

- The number of fly tips remains above target and higher than at the same time last year. This is likely to be at least partly due to increased awareness amongst residents of how to report fly tips following recent promotion of new ways of contacting the Council. The Council is continuing to use covert CCTV to attempt to identify offenders and will prosecute when we do. There have been a number of successful prosecutions which have been publicised in an effort to deter would be fly tippers. The StreetCare service is also continuing to work with Communications to highlight the problems caused by illegal fly-tipping and to ask for the public's assistance in identifying offenders. In addition, the proposal to bring together enforcement and safety resources to deliver a "one



council” operation along with the creation of an internal strategic commissioner to determine tasking should enable a more joined up approach to tackle this problem.

- The number of missed waste collections per 100,000 is above target and worse than performance in Quarter 2. Performance was particularly poor during the Christmas period and meetings have been held with Serco to ensure they are better prepared for next year. Operational performance since the festive period has been stronger so we expect to see an improved outturn against this target by the end of Quarter 4.
- The percentage of minor applications processed within 8 weeks is worse than target, worse than during Quarter 2 and worse than at the same point last year. Various activities are in place to improve performance going forwards.

### **PEOPLE WILL BE SAFE, IN THEIR HOMES AND IN THE COMMUNITY.**

The Council’s performance on ensuring Havering is a safe borough has also been positive, with **58%** (21 of 36) indicators performing within target tolerance and **43%** of indicators showing an improvement on the previous quarter.

#### **Highlights:**

- The rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) remains lower than target (where lower is better).
- The percentage of adults with learning disabilities who live in their own home or with their family is better than target, better than the previous quarter and better than at the same time last year. Focused work is ongoing with the Community Learning Disabilities Team (CLDT) to ensure that performance continues to improve.
- The percentage of child protection plans lasting more than two years continues to perform well, with none of the plans that have ended so far this year lasting more than two years.
- The total number of Careline and Telecare users in the borough is above target and at its highest point since reporting of this PI began. This is being achieved by the Telecare Team continuing to highlight the benefits of the equipment to agencies and partners.
- The percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs is higher than target.

#### **Improvements required:**

- The rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) has exceeded the year end target where lower is better). This performance indicator was particularly stretching as it only allowed for 14 admissions over the year, and to the end of Quarter 3 there had been 15. There are an increasing number of complex placements for clients

who can no longer be supported in the community. Adult Social Care actively monitors clients in the community who may need moving to residential placements in the near future.

- The target for reducing violence with injury cannot be achieved due to changes that have been made in the way in which this is defined and recorded since the targets were set by the Mayor's Office for Policing and Crime (MOPAC). However reducing violence within the borough remains a priority for partners across the Havering Community Safety Partnership, with the three key types of violence being actively managed and addressed through the Domestic Violence Multi-Agency Risk Assessment Conference (DV MARAC), Safe and Sound Groups and Serious Group Violence Panel.
- The percentage of adults in contact with secondary mental health services in paid employment was below target and also worse than during both Quarter 2 of 2015/16 and Quarter 3 of the previous year. Corrective action plans are in place and it is hoped that improvements will be seen by the end of the year.
- The percentage of referrals to Children's Social Care progressing to assessment, at 73%, is worse than during Quarter 2 of this year and Quarter 3 of 2014/15. Regular meetings take place between the Multi-Agency Safeguarding Hub (MASH) and Assessment Team to ensure that thresholds are being accurately applied, which has resulted in the Early Help service experiencing increased activity. A LEAN review of the MASH service in December should give rise to improvements in Quarter 4.
- 6.1% of children on a Child Protection (CP) Plan during Quarter 3 had been on a previous CP Plan within the last two years. This is exceeding target (where lower is better) and is worse than both Quarter 2 of 2015/16 and Quarter 3 of the previous year. However the figure still compares favourably with the latest nationally available data for this performance indicator, with the average for the Council's nearest statistical comparators being 13% and the England average being 15.8%. All cases that fall within this category are forwarded to the service management team for auditing and to consider if the decision to cease the original plan was appropriate and if the decision to commence the subsequent plan was the correct course of action.

## **OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING.**

The Council's performance on ensuring Havering's residents are proud to live in the borough has been very positive, with **89%** (24 of 27) indicators performing within target tolerance and **74%** (20 of 27) indicators showing an improvement on the previous quarter.

### **Highlights:**

- The collective retail and leisure vacancy rate for the seven town centres, at 3.34%, is significantly better than target and below the UK's national vacancy rate, particularly in the larger town centres of Romford, Hornchurch, Upminster and Rainham.

## **Cabinet - 13 April 2016**

- 92.2% of housing repairs were completed on time up to the end of Quarter 3 which is above target and an improvement on both Quarter 2 2015/16 and Quarter 3 of 2014/15.
- The average void to re-let time at the end of Quarter 3 was 15.3 days against a target of 22 days (where lower is better). This is an improvement on both Quarter 2 of 2015/16 and also Quarter 3 of 2014/15. This has been achieved through reviews of systems and processes and the instigation of improved and more efficient ways of working.
- 39 potential start-up businesses have accessed advice via the Business Start-Up Programme, meaning that the year-end target of 25 has already been achieved.
- Apprenticeships remain on the increase as an attractive post-16 option amongst young people who want to secure employment rather than continue on with A Levels or go to university.
- The call abandon rate was 7.7% in Quarter 3, well below the target (where lower is better) and an improvement on both the previous quarter and the same time last year.
- The percentage of rent arrears against rent debit is performing better than target and also better than both the previous quarter and the same period last year, as a result of improvements made to working practices and systems. The team is also looking to make further improvements, which are expected to enhance performance even more during Quarter 4 and into the new financial year.
- 12 in-house foster carers were recruited during the first nine months of the financial year. This is a significant improvement on the same time last year, when only nine new carers had been approved.

### **Improvements required:**

- The level of external funding secured through regeneration initiatives (£459,950) is significantly lower than the Quarter 3 target of £1,500,000 but an improvement on the Quarter 2 outturn of £200,000. Further funding has been agreed but grant agreements have not yet been signed. It is expected that the year-end target of £2,000,000 will be achieved.

The full Corporate Performance Report is attached as **Appendix 1**.

## **REASONS AND OPTIONS**

**Reasons for the decision:** To provide Cabinet Members with an update on the Council's performance for each of the strategic goals (Clean, Safe and Proud).

**Other options considered:** N/A

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams (e.g. the Better Care Fund).

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 the Corporate Management Team (CMT) to support managers in this regard.

Resilience Training is being made available to managers and staff by the OneSource Health & Safety Service team, 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 Personal Development Reviews (PDRs).

### **Legal implications and risks:**

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

### **Equalities implications and risks:**

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

- Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)
- Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population
- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Reduce violence with injury

## **Cabinet - 13 April 2016**

- Percentage of people leaving care who are in education, employment or training at age 19 and at age 21
- Percentage of looked after children (LAC) placed in LBH foster care
- Repeat Domestic Violence cases going to the MARAC
- Percentage of adults in contact with secondary mental health services in paid employment
- Percentage of referrals to Children's Social Care progressing to assessment
- Percentage of people using social care who receive self-directed support and those receiving direct payments
- Direct payments as a percentage of self-directed support (%)
- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within two years
- Number of affordable homes delivered (gross)
- 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 potential inequalities.

### **BACKGROUND PAPERS**

The Corporate Plan 2015/16 is available on the website at <http://www.havering.gov.uk/Documents/Council-democracy-elections/Corporate-Plan-on-a-page-2015-16.pdf>

This page is intentionally left blank

Appendix 1 - Quarter 3 2015/16 Corporate Performance Report

RAG Rating	Direction of Travel (DOT)	Description
Green	↑	On, above or within the 'target tolerance' of the quarter target <b>Short Term:</b> Performance is better than the previous quarter <b>Long Term:</b> Performance is better than at the same point last year
Amber	→	More than the 'target tolerance' off the quarter target but where performance has improved or been maintained. <b>Short Term:</b> Performance is the same as the previous quarter <b>Long Term:</b> Performance is the same as at the same point last year
Red	↓	More than the 'target tolerance' off the quarter target and where performance is worsening <b>Short Term:</b> Performance is worse than the previous quarter <b>Long Term:</b> Performance is worse than at the same point last year

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee		
<b>CLEAN: Supporting our community</b>													
(C)	Number of fly-tipping incidents	Smaller is Better	3,000	2,329	±10%	2791 RED	↓	1,883	↓	2,144	<p>The number of fly tips is above target and is higher than at the same time last year. This increase may be partly due to more reports by residents following the promotion of the new ways of contacting the Council.</p> <p><b>Corrective Action:</b> Whilst the majority of fly tips are still small in size there has been a concerning rise in the number of large scale fly tips in and around the lanes in Upminster and Rainham. We are continuing to use covert CCTV to try to identify offenders and will prosecute when we do. We have secured a number of successful prosecutions and these have been publicised with the intention of deterring would be fly tippers. We will continue to work with colleagues in Communications to highlight the problem caused by the illegal dumping of waste and ask for the public's support in helping us to identify offenders. We are looking to introduce in cab technology which will enable more accurate recording of fly tip numbers and management information to inform our enforcement activity. It is likely that this will mean more fly tips are recorded and therefore reported. In addition, the proposal to bring together enforcement and safety resources to deliver a one-council operation along with the creation of an internal strategic commissioner to determine tasking should enable a more joined up approach to tackle this problem.</p>	Streetcare <i>Reported to Department for Environment, Food &amp; Rural Affairs (DEFRA)</i>	Environment
(C)	Residual household waste per household	Smaller is Better	664kg	332kg (Q2)	±10%	336.31kg (Q2) GREEN	↓	170.92kg (Q1)	↑	342.14kg (Q2 14/15)	<p>The data for this indicator comes from the East London Waste Authority (ELWA) and is not available for about 6-8 weeks after period end. Data is currently available to September 2015.</p> <p>The amount of residual waste per household produced in Q2 is lower than target, which is positive news. The initiatives highlighted in Q1 are part of a continuing programme of waste reduction being implemented throughout the borough.</p> <p>These figures are undergoing routine verification on WasteDataFlow and therefore may be subject to adjustments prior to final confirmation.</p>	Streetcare <i>Local performance indicator</i>	Environment
(C)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36%	±10%	34% (Q2) GREEN	↓	34.3% (Q1)	↓	35.6% (Q2 14/15)	<p>The amount of household waste recycled in Q2 is again slightly lower than target. As mentioned in Q1, the effect of the Frog Island fire damage will continue to have an impact on recycling performance for this calendar year, with a knock-on effect to the rest of the financial year.</p> <p>Waste reduction continues to be our priority, and the initiatives highlighted in Q1 are part of a continuing programme of waste reduction being implemented throughout the borough.</p> <p>These figures are undergoing routine verification on WasteDataFlow and therefore may be subject to adjustments prior to final confirmation.</p>	Streetcare <i>Local performance indicator</i>	Environment

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee		
(C)	Number of missed waste collections per 100,000	Smaller is Better	100	100	±10%	111.5 RED	↓	101.6	–	NEW	The contractor experienced particular issues delivering the contract over the festive period, with Serco reporting that an additional 350t of domestic waste was presented during this time. This is a significant increase on the tonnage from last year and caused operational difficulties.  <b>Corrective Action</b> Meetings have been held with the National Operations Director from Serco to ensure they are better prepared for next year. Operational performance since the festive period has been good so performance against this indicator is expected to improve in Quarter 4	Streetcare Local performance indicator	Environment
(C)	Percentage completion against Street Cleansing schedule	Bigger is Better	82%	82%	±10%	84% GREEN	↓	88%	–	NEW	Performance has worsened compared to the previous quarter but remains above target. Despite additional resources being allocated to clearing the Autumn leaf fall there was still some disruption to scheduled work which is reflected in the lower outturn. It is anticipated that performance will improve next quarter. The service received many positive comments due to an increase in resources to target leafing and overall complaints in the cleansing service remain low. The proposal to bring together resources through the creation of a Public Realm service should deliver operational benefits and assist operational management to target their resources in a more co-ordinated way to address seasonal demands.	Streetcare Local performance indicator	Environment
(C)	Percentage of refuse and recycling collections completed against schedule	Bigger is Better	93%	93%	±10%	99.89% GREEN	→	99.9%	–	NEW	Please see the commentary relating to missed waste collections per 100,000.	Streetcare Local performance indicator	Environment
<b>CLEAN: Using our influence</b>													
Page 84 (C)	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included)	Bigger is Better	62%	62%	±10%	46% (13 of 28) AMBER	↑	35% (7 of 20)	↓	88% (21 of 24)	For Q3, out of a total of 28 applications, 14 had Extension of Time Agreements and 100% of these were decided within the agreed time frame. This would give a revised percentage of 96.43% if EoT applications were treated as in time for the purposes of this PI.  Going forward there will be better pre-planning of major applications to avoid revisions where possible. The service will also aim for a quick turn-round of the validation process when the application is received, neighbour notifications and better time officer visit/report & committee target dates to allow optimum ability to keep major applications in time without needing an EoT.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	65%	65%	±10%	57% (166 of 292) RED	↓	60% (134 of 224)	↓	74% (217 of 293)	For Q3, out of a total of 292 applications, 89 had Extension of Time Agreements, 87 of which were decided within the agreed time frame. This would give a revised percentage of 86.64% if EoT applications were treated as in time for the purposes of this PI.  <b>Corrective action:</b> Performance against this PI has been RAG rated RED because it doesn't take into account EoTs negotiated with applicants. Various activities such as promotion of pre-application advice offer, quick turn-round of the validation process when applications received, neighbour notification, officer visit / report & committee target date better timed to allow optimum ability to keep minor applications in time thereby reducing reliance on EoTs in the longer term.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	80%	80%	±10%	86% (1,117 of 1,297) GREEN	→	86% (759 of 886)	↓	90% (1029 of 1152)	For Q3, out of a total of 1297 applications, 113 had Extension of Time Agreements, 107 of which were decided within the agreed time frame. This would give a revised percentage of 94.37% if EoT applications were treated as in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of major planning applications processed within 13 weeks at end of each quarter over a two year period	Bigger is Better	50%	50%	±10%	54% 37 of 68 GREEN	↓	55% (52 of 94)	–	NEW	For the rolling period end Q3 2013/14 to end Q3 2015/16, out of a total of 68 applications, 25 had Extension of Time Agreements, of which 24 were decided within the agree time frame. This would give a revised percentage of 89.71% if EoT applications were treated in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities



Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee		
(C)	No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period	Smaller is Better	19%	19%	±5%	3% (3 of 88) GREEN	→	3% (3 of 95)	- NEW	This is a new PI so there isn't any comparable data for last year. Performance is well above target.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities	
(C)	Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period	Bigger is Better	60%	60%	±10%	59% (405 of 691) GREEN	↑	55% (458 of 831)	- NEW	For the rolling period end Q3 2013/14 to end Q3 2015/16, out of a total of 691 applications, 155 had Extension of Time Agreements, of which 151 were decided within the agree time frame. This would give a revised percentage of 80.46% if EoT applications were treated in time for the purposes of this PI.  Various activities are taking place to improve performance such as the promotion of a pre-application advice offer, quick turn-round of the validation process when an application is received, neighbour notification, officer visit/report & committee target dates better timed to allow optimum ability to keep minor applications in time without needing an EoT.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities	
	Number of volunteers participating in community clean ups	Bigger is Better	90	68	±10%	206 GREEN	↑	110	- NEW	Performance is above target for this indicator. There have been a number of volunteers contributing towards community clean ups. These include the Friends of Hornchurch Country Park/Ingrebourne Valley who undertake one clean up a month, the Friends of Raphaels Park group who undertake two clean ups a month, and Community Action which has taken place on 2 counts between Oct – Dec 2015 whereby residents/councillors have identified areas that require a clean-up and have led a clean-up session.	Policy and Performance Local performance indicator	Towns & Communities	
<b>CLEAN: Leading by example</b>													
Page 85	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	33%	33%	±10%	50% (27 of 54) AMBER	↑	58% (19 of 33)	↓	28% (18 of 64)	Appeals allowed against refusal of planning permission (50%) is higher than target (33%) and the same period last year (28%). However performance has improved compared with the last quarter.  Performance will be monitored closely to identify any trends over a longer period and measures suggested to improve the figure over the longer term (appeal decisions can relate to planning decisions made some time ago).	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Number of online report forms as a percentage of all CRM reports	Bigger is Better	40%	40%	±5%	23.26% (10,152 of 43,649) AMBER	↑	21.7% (6,434 of 29,702)	↑	14.65% (6,339 of 43,255)	From November 2015, an 'online only' approach has been implemented for services that are fully integrated with technology. Other services will be phased in as 'online only' throughout 2016.  When December is viewed in isolation the percentage of Report It services created online is 37.23%. Continued promotion of services online is expected to -increase penetration further for Q4.  For 16/17, it is proposed to change this P.I. to include all integrated service requests (those that are under the Apply and Pay headers as well as the service requests categorised as Report). This will give a more complete overview of self-serve online activity.	Customer Services Local Performance Indicator	Environment

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee
Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee
<b>SAFE: Supporting our community</b>											
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	10	7.5	±10%	10.2 15/147,134 RED	↓ 6.8 10/147,134	↓ 7.6 11/145,145	The rate of permanent admissions for individuals aged between 18-64 years has missed target; however, this performance indicator was particularly stretching as it only allowed for 14 admissions for the year. To date there have been 15 admissions into long stay care which has taken us over this year's target. Increasingly services are managing a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	598.1	449.6	±10%	445.4 203/45,582 GREEN	→ 291.8 133/45,582	↓ 437.4 196/45,145	Performance in this area is positive and better than target at Q3. As ever, there is continued pressure for placements in the Borough and work is continuing to ensure that admissions are timely and appropriate. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 84 years. Performance when compared to Q3 in 14/15 is consistent with only 7 placements' difference (203 placements in 15-16 compared to 196 placements in 14-15)	Adult Social Care Reported to Department of Health (DH)	Individuals
Page 86	Total non-elective admissions into hospital (general & acute), all-age per 100,000 population	Smaller is Better	No annual target. Targets set for each quarter	2,352 (Q2)	±0%	2,433 (Q2) 6,003 / 246,731 RED	↑ 2,734 (Q1) 6,747/246,731	- NEW	This PI is included in the Corporate Performance Indicator set as it is a Better Care Fund (BCF) performance indicator with reward funding attached. However delivery of this indicator is led by the Clinical Commissioning Group so, although the Council seeks to work in partnership to achieve the target wherever possible, it has no direct control over the achievement of this target.  <b>Corrective Action:</b> There continues to be discussions between the CCG and the local hospital trust to identify reasons and pressures behind the indicator being below target for Q2 and to inform corrective actions.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
	(C)	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family	Bigger is Better	70%	70%	±10%	33% (4 of 12) AMBER	↑ 22%	↓ 41%	Of the 7 children that have had their adoption orders granted this period and the 5 currently placed with their adoptive families awaiting orders, 4 (33.3%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is a marked improvement our Q2 performance, but significantly below both our 2015/16 annual target and last year's figure. It should be noted that last year this measure referred to 16 months rather than 14.  <b>Corrective Action:</b> The service continues to ensure that Family Group Conferences are arranged at an early stage in order to speed up timescales. This indicator is also impacted by a external factors, most particularly the courts. A review of the permanency tracking processes is underway.	Children's Services Reported to Department for Education (DfE)
(C)	Reduce violence with injury	Smaller is Better	1,158	869	±0%	1,355 RED	↓ 852	↓ 1,226	This target cannot be achieved due to the changes made to how it is defined and recorded since targets were set. The Metropolitan Police target for Violence with Injury this financial year is to incur no more than a 12.5% increase.  Havering currently has an increase of 7.0%, rising from 1,266 to 1,355 this financial year to date. The Met Police revised target is 1,833 for 2015/16 year end, therefore we should currently not be exceeding 1,374 (we have 1,355).  <b>Corrective Action:</b> Violence remains a key priority for Havering, with 3 key types of violence being managed through the MARAC (Domestic Violence), Safe & Sound (Night Time Economy Violence) and Serious Group Violence panels.	Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee
	Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21	Bigger is Better	80%	80%	±10%	54% (27 of 50) AMBER	↑ 47.8% (33 of 69)	↑ 42.0%	The proportion of young people (19-21) leaving care in education, employment or training (54%) is significantly below target (80%) but an improvement on the previous quarter (47.8%) and our performance at the same point last year (42%). Of the 27 care leavers not in education employment or training (NEET), 5 are due to illness of disability and 9 are due to pregnancy or parenting. It is important to note that, for the purposes of reporting against this indicator, if the LA is not in touch with a care leaver, they are presumed not to be in education, employment or training. Only 1 of the 50 care leavers fell into this category for Q3.  <b>Corrective Action:</b> Remaining in touch with care leavers is critical to strong performance against this indicator. Regular reporting has been put into place to assist the service with performance around this measure and improvements have been seen in the last month. We continue to work with children in care to raise aspirations and encourage more young people to access higher education.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
	Percentage of looked after children (LAC) placed in LBH foster care	Bigger is Better	40%	40%	±5%	33.6% (77 of 229) AMBER	↑ 31%	- NEW	The proportion of looked after children (LAC) in LBH foster care (33.6%) is below target (40%). However, the balance between Independent Fostering Agencies (29.2%) and in-house provision has improved. This is a new corporate indicator for 2015/16, so a DOT cannot be provided for 2014/15.  <b>Corrective Action:</b> This indicator is linked to the number of new in-house foster carers, which is on track to meet target. This in turn will assist with performance for LAC placed in LBH foster care. There is a new panel in place to review young people placed in residential settings, with a view to transfer young people to in-house carers where appropriate.	Children's Services <i>Local performance indicator</i>	Children & Learning
Page 87	Repeat Domestic Violence cases going to the MARAC	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	29.2% AMBER	↑ 29.7%	↑ 30.3%	There is currently no target for repeat referrals to MARAC, although we work on the basis that smaller is better. The national average for repeats is 24.5%.  There is a target to increase the number of cases referred to the MARAC. This forms part of a funding bid to the Mayor's Office for Policing and Crime, with funding being dependent on successfully meeting the targets. The target for 2015/16 is 216, and at the end of January we were up to 209 cases as a result of growing demand and increased levels of domestic violence reporting in Havering.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
(C)	Number of physical library visits	Bigger is Better	1,602,271	1,201,703	±10%	1,155,298 GREEN	↑ 795,820	↓ 1,276,414	There has been a reduction in events and activities in libraries compared with the same period last year, in preparation for the implementation of the new service delivery model. There has therefore been a reduction in the number of physical visits. However, the number of virtual visitors is significantly above target-1,060,312 against a target of 420,000.	Culture & Leisure <i>Reported to the Chartered Institute of Public Finance &amp; Accountancy</i>	Towns & Communities
(C)	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	6.5%	6.5%	±10%	5.1% 25/493 RED	↓ 5.4% 26/481	↓ 7.0% 34/487	This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently below target in this area and is worse than at the same stage last year. Mental Health Services continue to be committed to the recovery model and work closely with service users to support them to fulfil their potential in accessing employment opportunities.  <b>Corrective Action:</b> Leadership have signed off for the plan for Recovery Community. This will help to push clients back into employment. There was a gap between primary and secondary care. The clients in the middle will fit in to the Recovery Community.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63%	46%	±10%	47.4% 240/506 GREEN	↑ 29.2% 147/503	↑ 46% 217/468	Performance in this area is above target in Q3 and focused work is ongoing within the Community Learning Disabilities Team (CLDT) to ensure that performance continues to improve and the target is met by year end. Performance is also improved when compared to Quarter 3 of the previous year with 240 LD service users living in settled accommodation in 15-16, compared to 217 in 14-15.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	±10%	84.8% 418/493 GREEN	↓ 86.7% 417/481	↓ 89% 433/487	This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently below target, but is within the target tolerance, and has reduced further since Q2. NELFT continues to work to remove the barriers to Mental Health service users accessing and remaining in settled accommodation, and coming out of residential settings back into the community	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee
(C)	Percentage of people who return to Adult Social Care 91 days after completing reablement	Smaller is Better	5%	5%	±10%	5.0% 28/562 GREEN	↓ 4.9% 17/346	↓ 4.0% 20/494	This indicator monitors the success of reablement and measures the percentage of service users who return after a successful reablement phase. As suggested in quarter 2, this target is back on track with only 5% of service users returning to the service requiring long term services. The outturn is however worse this year when compared to the same period in 14-15, with an extra 8 service users returning. There has however also been an increase in the number of service users who have had a successful reablement episode.	Adult Social Care Local performance indicator	Individuals
(S)	Carers who request information and advice	Bigger is Better	75%	75%	±10%	88.9% 144/162 GREEN	→ 88.9% 144/162	- NEW	Performance is positive in this area and is expected to remain so throughout the year. This indicator is monitored as part of the Better Care Fund submissions.	Adult Social Care Reported to Department of Health (DH)	Individuals
	Patient/service user experience (managing long term conditions)	Bigger is Better	34%	34%	±10%	32.1% 547/1,703 GREEN	↓ 33.1% 578/1748	- NEW	Performance is positive in this area and is expected to remain so throughout the year. This indicator is monitored as part of the Better Care Fund submissions.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(C)	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	6	6	±10%	4.2 8.0/192,716 GREEN	↓ 2.7 5.2/192,716	↓ 4.1 7.8 / 189,960	The overall rate of delayed transfers of care from hospital is better than target and is on par with the same period last year. Performance in this area is robustly monitored following the creation of the Joint Assessment and Discharge Team. ASC will continue to work with Health colleagues to maintain positive performance in this area and to improve discharge processes in the Borough. To date an average of 8 patients per month are classed as delayed on the snapshot day.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(C)	Rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	389.1	450.5 (Q2 target)	±10%	313.56 (Q2) 607 / 193582 GREEN	↑ 360.57 (Q1) 698/193,582	- NEW	There is a three month time lag for this performance indicator. As such performance relates to Q2. Performance is positive in this area and is expected to remain so throughout the year. This indicator is monitored as part of the Better Care Fund submissions. This measure is monitored on a quarterly basis, with 4 targets set throughout the year. Performance for Q2 was better than target with only 607 days delayed for the 3 month period across Health and Social Care.	Adult Social Care Reported to Department of Health (DH)	Individuals
(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	±10%	0.7 1.4/192,716 GREEN	↓ 0.4 0.8/192,716	↑ 0.8 1.6 / 189,960	Performance in this area is within target and is better than at the same point last year. ASC continues to focus efforts with the JAD team to ensure timely discharges take place for all clients with a social care need. As at period 3 there had only been an average of 0.4 delays per month where the responsibility was Adult Social Care's across both the acute and non acute sectors.	Adult Social Care Reported to Department of Health (DH)	Individuals
(S)	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	70%	±10%	70% (35 of 50) GREEN	↓ 72.3% (34 of 47)	↓ 84.9%	At the 31st December 2015, 70% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years. Although this is below our quarter 2 outturn and quarter 3 of 2014/15, we are still on course to meet our 2015/16 target of 70%. We should also still be performing in line with, if not exceeding the England and our statistical neighbours performance in relation to this KPI.	Children's Services Reported to Department for Education (DfE)	Children & Learning
(C)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	5%	5%	±10%	0% (0 of 211) GREEN	→ 0% (0 of 127)	↑ 4.0%	Child protection plans lasting more than 24 months continues to perform better than our 2015/16 target and the performance of Q3 2014/15.	Children's Services Reported to Department for Education (DfE)	Children & Learning
(C)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,150	5,150	±10%	5,014 GREEN	↑ 4,975	↑ 4,659	Quarter 3 outturn highlights the continuing improvement during 2015/16 in the number of clients using telecare and careline services. Performance during Quarter 3 was at the highest level-since the reporting of this PI began. The Telecare team is achieving this by continuing to highlight the benefits of the equipment by spending time with ASC and outside agencies including Dementia help groups.	Housing Local performance indicator	Towns & Communities
(C)	Number of burglaries reported	Smaller is Better	2,320	1,740	±0%	1,387 GREEN	↓ 833	↑ 1,427	Burglary is currently exceeding the MOPAC target, with a reduction of more than -30% from the baseline (target is -20%). Burglary continues to be on target for the current financial year, although the trend in offending is relatively stable when compared to the same period last year (a marginal reduction from 1,427 to 1,387).  Burglary Dwelling (household) offences have reduced more significantly than Non-Dwelling offences this financial year. Dwelling offences are down by -10.8%. Non-Dwelling offences however have increased by +17.9% from 363 to 428, caused by a spike of garden shed break-ins in September and October 2015. November and December 2015 saw an overall reduction in Non-Dwelling offences.  It is highly likely that Havering will achieve in excess of the 20% MOPAC reduction target for burglary.	Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee		
(C)	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,377	4,787	±0%	3,817 GREEN	↓	2,677	↑	3,906	The number of ASB incidents has been significantly better than the target this financial year (where lower is better). Overall complaints received via 999/101 are 970 less than the target. This financial year to date there has been a reduction of -2.3% when compared with the previous year (to 3,817 from 3,906). The number of complex and repeat cases being managed by the ASB Officer has increased this financial year from 84 to 103.	Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
(C)	Reduce Robbery	Smaller is Better	399	299	±0%	243 GREEN	↓	177	↓	212	Since the last report there has been a significant improvement in Robbery performance. Whilst Havering is still likely to record an increase in the current financial year (2015-16) compared with the previous year, it is less likely that we will fail to meet the overall 20% MOPAC reduction target.  Robbery performance is currently exceeding the MOPAC target, with a reduction of -35.6, and on target this current financial year. There is currently a rise this financial year from 212 to 243 – a rise of 14.6%, however, a significant improvement from the last report where robbery was showing a percentage rise of 65.4%.  This turnaround has been due to a significant reduction in offending over Q3 this year. There were 66 offences in October to December 2015, compared to 105 offences for the same period of 2014 (-37% reduction).	Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
	Percentage of new patients attending sexual health services accepting an offer of a HIV test	Bigger is Better	85%	85%	±5%	86% GREEN	↑	84.5%	–	NEW	Improvement can be seen between quarters 2 and 3 with target being exceeded.	Public Health Local performance indicator	Health
(C)	Number of schools achieving stated level of healthy schools award	Bigger is Better	65 Registered 25 Bronze 8 Silver 2 Gold	60 Registered 19 Bronze 6 Silver 1 Gold	Under performance on more than 1 level of achievement	59 Registered 25 Bronze 3 Silver 1 Gold AMBER	→	58 Registered 23 Bronze 3 Silver 0 Gold	–	NEW	"Registered" and "Silver" are slightly below target, but we remain confident that we will meet the Q4 target.	Public Health Registered with Healthy Schools London	Health
(S)	Percentage of women smoking at Time of Delivery	Smaller is Better	10%	10%	±1%	5.4% (Q2 2015/16 time lag) AMBER	↑	10.9% (Q1 2015/16 time lag)	↑	11.5% (Q2 2014/15)	There is a time lag in relation to this indicator. As such performance shown is that of Q2. 2015/16 Q2 performance is 5.4% compared to Q1 performance of 10.9% (where lower is better). There are a number of factors that are likely to have contributed to this. This includes a new Havering/B&D jointly funded BabyClear programme. There has also been increased national publicity on the effect of passive smoking on children, including in cars when children are passengers.	Public Health Reported to Department for Health (DH) (PHOF)	Health
	Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs	Bigger is Better	80%	80%	±5%	83.3% 5 of 6 GREEN	–	NEW	–	NEW	A pilot took place in December to monitor the impact of Early Help through the use of a Viewpoint survey. Eight respondents completed the survey and six responded to the specific question "Based on the needs/actions in your Early Help Assessment, have the Early Help service made things better, same or worse?" with five reporting a positive impact. The sixth respondent felt that there was no change. The pilot will continue into quarter four with a higher number of surveys expected to be completed.	Children's Services Local performance indicator	Children & Learning
<b>SAFE: Using our influence</b>													
(C)	Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and Health per 100,000 population	Smaller is Better	2.8	2.8	±10%	0.9 1.8/192,716 GREEN	↓	0.5% 1 / 192,716	↑	1.8 3.4 / 189,960	This part of the indicator monitors where the delay is the responsibility of Adult Social Care only or is a shared delay with Health. To date there has been an average of 0.9 delays per month across both the acute and non acute sectors. Performance in this area is well within target and significantly better than at the same point last year with the number of instances of a delayed transfer of care reducing greatly. ASC continues to use its influence to ensure timely discharges take place for all clients with a social care need.	Adult Social Care Reported to Department of Health (DH)	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee		
	Percentage of referrals to Children's Social Care progressing to assessment	Bigger is Better	90%	90%	±10%	73% RED	↓	77%	↓	96%	The proportion of referrals progressing to assessment (73%) is outside target tolerance and significantly lower than the same period last year (96%). For December only, the percentage was 76%, which is back in line with the Q2 average figure. Between April 2014 and May 2015 levels had remained consistently above 92% but over the past 7 months numbers have dropped back to an average of 73%  <b>Corrective Action:</b> Regular meetings take place between the Multi-Agency Safeguarding Hub (MASH) and Assessment Team ensuring that thresholds are being considered. This has resulted in the Early Help service experiencing increased activity. A review of 'front-door' processes took place in Q3 to ensure the threshold for referral is appropriate which should have an impact on this measure.	Children's Service <i>Local performance indicator</i>	Children & Learning
(C)	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20% (equates to 13,343)	15%	±10%	10.6% (7,104 of 66,713) AMBER	↑	8.2% (5,474 of 66,713)	↓	14.2% (9,529 of 67,265)	Q3 cumulative performance (10.6%) is below target (15.0%) and worse than at the same point in the previous year (14.2%). However performance has improved since Q2. To date, 7,104 people have received an invite offer to undertake an NHS Health Check; 2,425 fewer than in 2014/15.  The level of payment for this activity, although comparable to that paid by other boroughs, is insufficient to really motivate GPs to undertake the activity. We provided additional support to GPs to increase activity but it has not led to sustained improvement. We are not in a position to increase the payments to GPs to undertake the work. Therefore we anticipate continued underperformance.	Public Health <i>Local performance indicator</i> <i>(The statutory return to the DH uses less accurate population data)</i>	Health
<b>SAFE: Leading by example</b>													
Page 90 (S)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	82%	82%	±10%	71.4% 1438 / 2013 AMBER	↑	67.8% 1,368 / 2,018	↓	73% 1,495/2,052	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). ASC is currently below target for this indicator and performance is slightly worse than at the same point last year. There has, however, been significant improvement since the quarter 2 outturn with performance currently standing at 71.4%. At the end of quarter 3 there were 1,438 service users receiving their long term community care via self-directed support. The service will be reviewing a number of non SDS cases to establish if there are any specific or different reasons for the current low take up. It is anticipated that this project will lead to an increase in clients receiving services under SDS.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(S)	Direct payments as a percentage of self-directed support	Bigger is Better	45%	45%	±10%	36.8% 741/2013 AMBER	↑	36.6% 738/2018	↓	37% 761/2,052	Direct Payments (DPs) are one component of the SDS offer. ASC is currently below target for this indicator and performance is slightly worse than at the same point last year; however, for the second successive quarter performance has improved. There are now 741 service users receiving a direct payment. The working group continues to focus on increasing SDS performance, and also to consider increasing DP take up by service users, where possible. However, in line with the national picture, ASC continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service has in this area.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(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%	5%	±10%	6.1% (19 of 313) RED	↓	5.1% (12 of 235)	↓	2.4% (4 of 165)	By the end of quarter 3, 313 children had become the subject of a new CP Plan, 19 of these children for the second time within two years, which has pushed us over target. At this point last year there were 4 children in this position with 165 new CP Plans having been started. The current position still compares favourably with the most recently available national data for this KPI (2013/14) with our statistical neighbours at 13% and England at 15.8%.  <b>Corrective Action:</b> With the increases that have been seen in our child protection plan figures (313 new plans in the first 9 months of 2015/16 vs 165 during the same period last year), the likelihood of this measure worsening increases. Any cases that fall within this measure are audited by the senior management team to ensure both that the decision to cease the original CP Plan was correct and that the commencement of the subsequent plan is appropriate. Further work is taking place looking at the increase in CP plans generally, including further scrutiny of cases sent for Initial Child Protection Conference (ICPC).	Children's Services <i>Local performance indicator</i>	Children & Learning

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee
(C)	Speed of processing new Housing Benefit/Council Tax Support claims	Smaller is Better	20 days	20 days	±10%	20.98 days GREEN	↑ 22 days	↓ 18 days	Concentrated effort has been made to reduce the processing times for new claims which included diverting resources from other claim types and prioritising new claims related work. These initiatives have proved successful.	Exchequer & Transactional Services Reported to Department for Work and Pensions (DWP)	
(C)	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants	Smaller is Better	12 days	12 days	±10%	7.55 days GREEN	↓ 7 days	↑ 12 days	Resources have been diverted to new claims which is a priority area over Changes in Circumstances because benefit is not already in payment. However, this has not significantly affected change assessment speed and performance remains better than the target.	Exchequer & Transactional Services Reported to Department for Work and Pensions (DWP)	

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Variable Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee
-------------	-----------	-------	-----------------------	--------------------------	--------------------	-------------------------------	-------------------------------------	------------------------------------	----------	---------	-------------------

**PROUD: Supporting our community**

(C)	Net external funding secured through regeneration initiatives	Bigger is Better	£2,000,000	£1,500,000	±10%	£459,950 AMBER	↑ £200,000	↓ £5,628,965	The New Homes Bonus funding of £1.4m was confirmed in Q3 2014/2015 however the grant agreement was not sent until Q1 2015/2016. Queries have been raised with the GLA regarding the capital / revenue split which are still outstanding. A decision to change one of the projects is still pending, therefore stalling the process further. It is envisaged that the grant agreement will be signed in Q4.  Rainham Housing Zone has been confirmed and an overarching borough agreement signed; individual funding for projects will be added to each relevant quarter as they come on line. Grant funding for the Rainham Housing Zone is £14.15m. Funding for the Major Scheme at Beam Park through TfL has been confirmed at £498k – this will be added to Q1 2016/17.  We expect to reach the year end target at the end of Quarter 4.	Economic Development Local performance indicator	Towns & Communities
Page 91 (C)	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	500	375	±10%	398 GREEN	↑ 167	↓ 658	The Evolutive tool, a system that records the Council's relationships with businesses, is starting to make a difference with most officers using it and recording their interactions with businesses. Further training on the system will be completed in 2016.	Economic Development Local performance indicator	Towns & Communities
	Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres	Smaller is Better	9.4% (national rate minus 2%)	9.4% (national rate minus 2%)	±10%	3.34% GREEN	↑ 4.65%	- NEW	The vacancy rate in Havering is significantly lower than the national average, particularly in the larger town centres of Romford, Hornchurch, Upminster and Rainham.	Economic Development Local performance indicator	Towns & Communities
(C)	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	±10%	92.2% (5896 out of 6397) GREEN	↑ 91.7% (6386 out of 6964)	↑ 84.0% (18818 of 22410)	The results for the months of April – December 2015 are encouraging with performance levels being over the target set for the year and showing a significant improvement on the performance for 2014/15. The maintenance team has identified areas for improvement through robust weekly monitoring of repairs activity. In addition a holistic review of operational repairs functions and processes has taken place jointly with the contractor and Contact Centre and a series of corrective actions have been instigated resulting in performance heading in a more expectant direction. The corrective actions identified during the latter stages of Q2 were implemented in the early stages of Q3 and have driven a positive outturn for Q3.	Housing Local performance indicator	Towns & Communities
(C)	Percentage of homes currently decent	Bigger is Better	96.08% (9,342)	96.08% (9,342)	±10%	97.24% (9370 properties decent) GREEN	↑ 97.18% (9365 properties classed as decent)	- Methodology Changed	The decency of homes as at 31st December 2015, is 97.24% with a total number of 9370 properties currently decent and 266 non decent homes.  The results of the recent sample stock condition survey have now been entered into Keystone and the Capital programme will continue to focus on homes which are currently, or will imminently become non-decent, following a "just in time" principle.  Keystone calculates the decency figures from January –December each year and does not currently follow the financial year. Keystone will re-populate the decency figures within the next couple of weeks and due to this the non-decency figure may temporarily increase until Q4 works are completed.  The programme is on target for 2015/16.	Housing Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee		
(C)	Estate inspections achieving target score	Bigger is Better	95%	95%	±10%	96.9% (10732 / 11080) GREEN	↑ (11533 / 11977)	-	NEW	The current Quarter 3 2015/16 outturn of 96.9% of estate elements achieving a high standard through estate inspections is above the 95% annual target set.  The use of mobile technology for carrying out estate inspections has ensured that the high standards on the estates are maintained, and any low scoring elements are addressed promptly by the team.	Housing <i>Local performance indicator</i>	Towns & Communities	
(C)	Average void to re-let times	Smaller is Better	22 days	22 days	±10%	15.3 days (432 lets) GREEN	↑	17.1 days (125 lets)	↑	32.8 days (478 lets)	Performance as at Q3 was 15.3 days and has improved from the 17.2 days performance achieved in Q2 and 16.3 days achieved in Q1. This has been achieved with the increasing number of voids that were available for letting being allocated to meet the demand for accommodation by accepted homeless cases occupying temporary accommodation. It was agreed to focus the demand to avoid using costly Bed & Breakfast accommodation and to reduce the number of voids created by transferring tenants with low if any housing priority.  All the teams involved in the Void Management, Contractors, Housing Register and Lettings processes meet on a regular basis. These meetings were initially held fortnightly but now they are being held monthly due to the reducing number of properties registered as void.  A constant weekly review of all functions involved in the process is monitored against the set targets, challenging any failure in the performance; to ensure continuous improvement and to identify areas of weakness to be improved.  The Empty Homes and Lettings team has operated two pilot schemes to improve the overall voids and lettings process. The first pilot has since been adopted as a process to reduce the time void properties undergo repairs and works. The second pilot scheme adopted is in relation to marketing properties. During the notification period when tenants are made offers and transfers to other properties or terminate their tenancy, they are required to give the Council notice and during this period we have piloted advertising the property the tenant is vacating. During this time we have carried out asbestos surveys, and the pre-inspection survey to identify the works required and cost, to reduce the time taken to complete all of the necessary repair works and H&S checks. These pilot schemes have proved to be successful and have been adopted as part of the void process.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of potential start-up businesses accessing advice via the Business Start-up Programme	Bigger is Better	25	17	±10%	39 GREEN	↑	18	-	NEW	Performance is significantly above target for this indicator. The Business Start Up Programme is in place and producing positive results.	Economic Development <i>Local performance indicator</i>	Towns & Communities
<b>PROUD: Using our influence</b>													
(C)	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	660 AY 2014/15	514	±10%	570 GREEN	↑	560	↑	530	Having seen an increase in Apprenticeship starts against this time last year and over achieved against target for Q3. The Raising the Participation Age (RPA) strategy is now in full force whereby we have an increase in the cohort size of young learners required to participate. Apprenticeships have seen a big push from local schools where learners are opting for a more practical route. The local Apprenticeship offer also provides flexible entry points for starts.	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
(S)	Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80%	80%	±10%	79% GREEN	↓	80%	↑	74%	In quarter 3 of 2015/16 there were 25 inspections in total. Performance is in line with that of quarter 2 and within the target tolerance for 2015/16 and is an improvement on quarter 3 of 2014/15.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
(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%	4%	±10%	3.4% GREEN	↓	2%	↑	4.2%	Having performed better than that East London average of 3.8%. This has been achieved by continuing to track young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
	Percentage of schools judged to be Good or Outstanding	Bigger is Better	76%	76%	±10%	73% GREEN	↑	71%	↓	75.0%	Having improved this quarter however there have been far fewer inspections by Ofsted compared to the same period last year due to a new framework rollout and accompanying training for Her Majesty's Inspectors (HMIs).	Learning & Achievement	Children & Learning
(C)	Number of affordable homes delivered (gross)	Bigger is Better	300	300	±10%	NOT AVAILABLE THIS QUARTER		0		422	This performance indicator is derived from two sources: New build delivery from the Council itself and data gathered from Housing Associations working in the Borough. The provision of information from the housing associations is on a voluntary basis and data returns have been insufficient to draw robust conclusions about performance in the last two quarters. Actions are now being taken to re-establish robust collection of this data for Q4.	Housing <i>Local performance indicator</i>	Towns & Communities

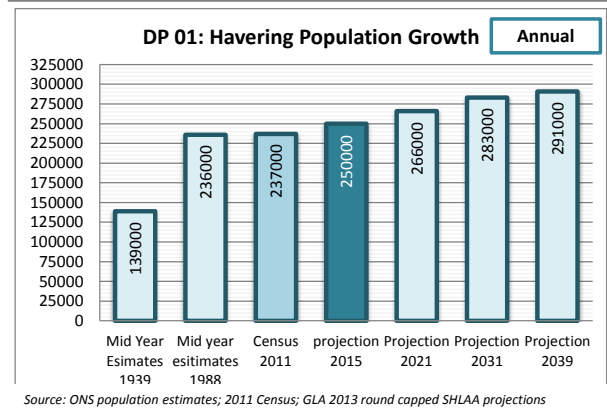


Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee		
<b>PROUD: Leading by example</b>													
(C)	Call abandon rates	Smaller is Better	10%	10%	±5%	7.7% (23,506 of 308,296) GREEN	↑ (19,999 of 222,236)	↑ (26,904 of 309,736)	8.7%	Telephone continues to be the most preferred method of contact by customers. Services that are fully integrated with technology have been identified and we are implementing an "online only" approach which has reduced call demand across the services where this has been implemented. Demand has slightly reduced, performance has continuously improved and is within target.	Customer Services <i>Local performance indicator</i>		
(R)	Sickness absence rate per annum per employee (days)	Smaller is Better	8.5 days	8.5 days	±10%	10.1 days AMBER	→	↑	10.1 days	10.2 days	The average FTE sick days per employee for rolling year period ending December 2015 (i.e. end of Q3 15-16) is 10.12 days.  A number of measures are in place to improve performance including: <ul style="list-style-type: none"> <li>• Since January 2015 32 people have been either dismissed, resigned or taken ill health retirement.</li> <li>• Sickness absence impacts on colleagues and the delivery of services. The HR service is working with staff and managers to improve attendance by offering staff support and training for managers.</li> <li>• The Operational HR team is working very closely with managers to identify patterns of absence and provide assistance for people to improve their absence levels.</li> <li>• Absence workshops are also being set-up for managers to give them more information on their role in supporting their employees and managing absence.</li> <li>• The HR service is encouraging staff to live a healthy lifestyle, with initiatives and programmes in place, which have been recognised with the achievement of the Mayor of London's Healthy Workplace Charter. These include health and workplace events, free flu vaccinations for frontline staff, and free 24hour access to the confidential Employee Assistance Programme.</li> </ul>	Corporate Health <i>Local performance indicator</i>	
Page 93	Percentage of Corporate Complaints completed within 15 days	Bigger is Better	95%	95%	±10%	88% GREEN	→	-	88%	- (10 day target)	Performance is within the tolerance of the target this quarter and has been maintained since Quarter 2.  We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15).	Corporate Health <i>Local performance indicator</i>	
	Percentage of Member/MP Enquiries completed within 15 days	Bigger is Better	95%	95%	±10%	88.4% GREEN	↓	-	89%	- (10 day target)	Performance is within the tolerance of the target this quarter and is slightly down on Quarter 2.  We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15).	Corporate Health <i>Local performance indicator</i>	
(C)	Parking income against budget	Bigger is Better	£4,764,420	£3,600,300	±10%	£3,561,952 GREEN	↑	↑	£2,256,835	£2,699,680	Traffic & Parking Control's incoming revenue is primarily derived from five income streams; those from Car Parks, Permits, Pay & Display, Parking Meters and Penalty Charge Notices (PCNs). A number of new initiatives designed to improve levels of service income have gone live this year and as a direct result income has increased, as planned.	Streetcare <i>Local performance indicator</i>	Environment
(S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	96%	72%	±10%	79.7% (£344,434.20 of £1,693,522.42) GREEN	↑	↓	59.5% (£401,461.97 of £1,724,018.9)	84.6% (£88,296.76 of £253,818)	The current level of 79.7% for service charge arrears collected has taken a dip in performance when compared to this time in 2014/15 which was 84.6%. This is due to technical complications on Direct Debit transfers made during December 2015. This resulted in some leaseholders having to cancel their Direct Debits and then having to manually pay their service charge debt. During this period any payment received through DD amended the monthly instalment amount due and these needed to be adjusted which had another knock on effect on the collections.	Housing <i>Local performance indicator</i>	Towns & Communities

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 3 Target	Target Tolerance	2015/16 Quarter 3 Performance	Short Term DOT against 2015/16 (Q2)	Long Term DOT against 2014/15 (Q3)	Comments	Service	O&S Sub-Committee
(S)	Percentage of rent arrears against rent debit	Smaller is Better	2.4%	2.4%	±10%	2.12% (£1,229,743.34 of £57,905,260.32) GREEN	↑ (£1,389,753.50 of £58,546,212.96)	↑ (£1,147,583.23 of £53,360,251.2)	<p>The work undertaken by the Income Recovery Team is closely monitored and reviewed to ensure that any examples of best practice are introduced into our ways of working, as failure to do so could have a detrimental effect on the HRA.</p> <p>We have robust systems in place and a very cohesive team to ensure that the workload is always covered and that activities are monitored closely to ensure that cases are actioned in a timely manner.</p> <p>It is as a direct result of our working practices; that we are able to continuously improve our rent collection rate and surpass the target for reducing arrears.</p> <p>The Income team acknowledges that there is always room for improvement and continue to look for new ways of working in order that our collection rate increases and arrears reduce. To this end, we are in the process of introducing RentSense, a product which analyses rent payment patterns by utilising algorithms and complex data analytics to analyse past payment history, aggregate trends, highlight risk and provide predictive intelligence. The output of this is streamlined accurate workload, earlier intervention, improved efficiencies, lowered cost of collection and reduced arrears.</p>	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of new in-house foster carers	Bigger is Better	15	12	±10%	12 GREEN	↑ 10	↑ 9	So far this year there have been 12 new households registered - we continue to be on target for 15 new carers by the end of the year. This is also an improvement on this point last year when there had been 9 new carers approved.	Children's Services <i>Local performance indicator</i>	Children & Learning
(C)	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	±10%	3.1% GREEN	↓ 2.5%	↑ 5.9%	Performance is better than target but is slightly down on last quarter. However performance is better than this time last year.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	95%	±10%	96.18% (77,636 of 80,718) GREEN	↑ (50,879 of 52,946)	↑ (76,628 of 80,276)	Performance is above target and better than Q2 and for the same period last year.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Customers Satisfied With the Contact Centre	Bigger is Better	85%	85%	±10%	90% (17,055 of 17,946) GREEN	↑ (11,058 of 11,741)	→ (13852 of 15429)	Performance is above target. A proactive drive within Customer Services has been taking place, monitoring the number of surveys each agent is taking and ensuring that they offer a survey at every opportunity. As such this may also be having a positive effect on how a call is handled, as part of the survey questions are about the knowledge/helpfulness of the advisor. Also, as a result, the overall number of surveys actually being completed is steadily increasing.	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of automated transactions	Bigger is Better	35%	35%	±5%	33% (211,990 of 645,621) GREEN	↑ (142,334 of 440,814)	↑ (149,624 of 522,917)	<p>This is a revised PI for 15/16. However data is available for 14/15 therefore this has been included for comparison.</p> <p>Further online services (Registrars and Council Tax) were introduced in December 2015. Targeted marketing of online services is underway to increase automated transactions and to reduce demand for the more costly channels (telephone and face to face). Both volumes and % of automated transactions have increased for each quarter when compared to the previous year. It is anticipated that the online promotion of the Green Waste renewal process in March 16 will enable us to reach the target.</p>	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of Council Tax collected	Bigger is Better	97%	86%	±5%	86% (£111.6m) GREEN	↑ (£75.9m)	→ (£106.6m)	Performance is the same as this quarter last year. The year end target is on track to be achieved.	Exchequer & Transactional Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	
(C)	Percentage of National Non-Domestic Rates (NDR) collected	Bigger is Better	98%	91%	±5%	91% GREEN	↑ 59.50%	→ 91%	Performance has been maintained since this time last year and the end of year target is on track to be achieved.	Exchequer & Transactional Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	

# Appendix 2: Quarter 3 2015/16 Demand Pressure Dashboard

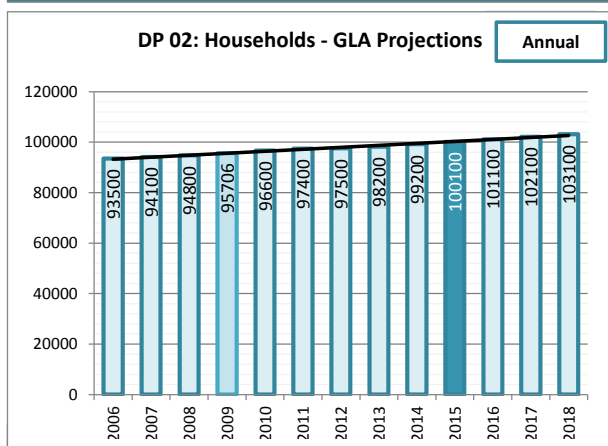
## POPULATION



Source: ONS population estimates; 2011 Census; GLA 2013 round capped SHLAA projections

The ONS population estimates, the 2011 Census and GLA 2013 round capped SHLAA Projections, show that Havering's population growth has seen the second largest proportional increase in London from 1939-2015 (80%), Hillingdon has the highest (82%) and Bromley saw the third highest proportional increase in London (35%).  
\* Figures rounded to nearest 100

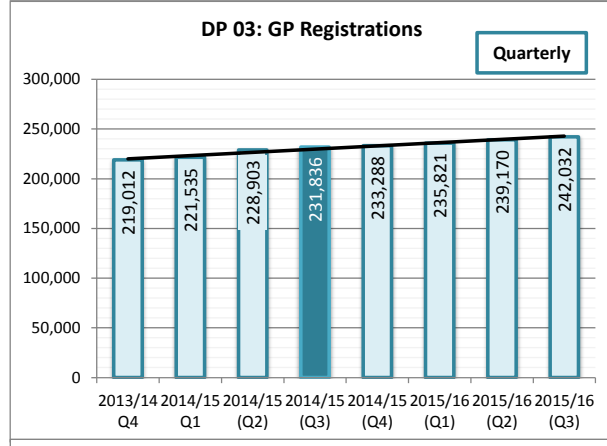
## POPULATION



Source: GLA Round Demographic Projections, 2014

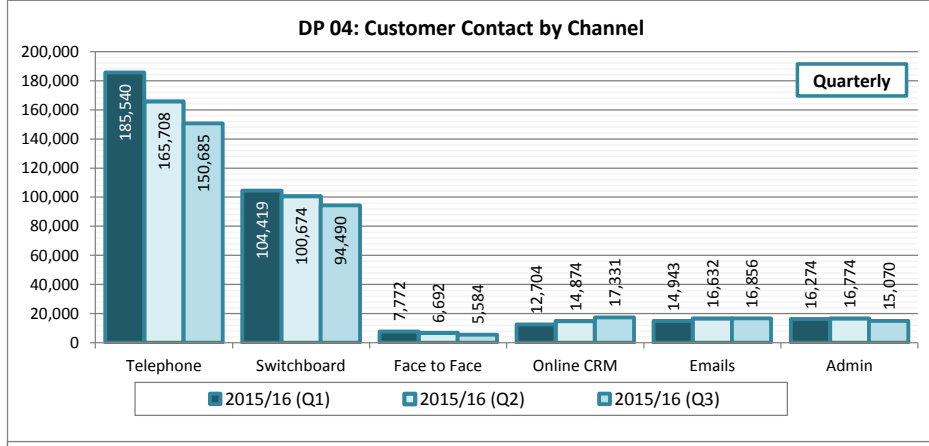
Using GLA estimates of the total number of households by borough, 1991-2041, the number of households in Havering has grown by 6,600 households (as at 2015) and is projected to grow by a further 3,000 households by 2018.

## POPULATION



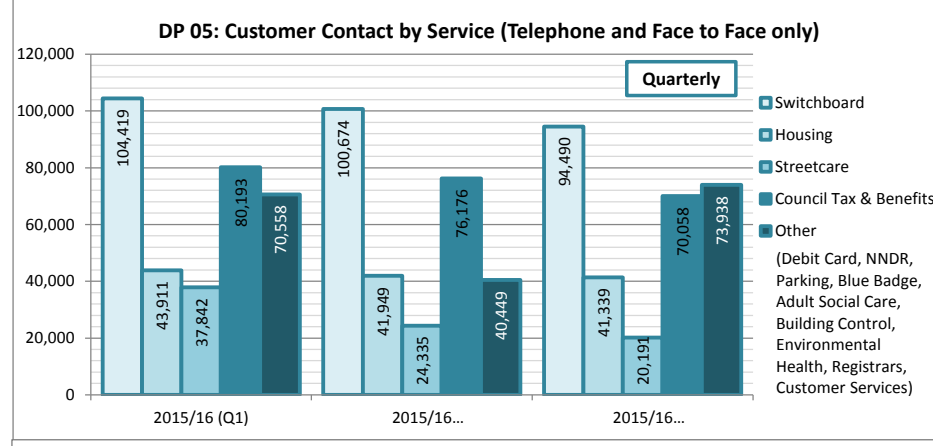
The most current data received is for Q3 and it shows Havering's GP registrations are continuing to increase each quarter, with 2,862 additional registrations between Q2 2015/16 and Q3 2015/16.

## CUSTOMER SERVICES



Online volumes continue to increase each quarter and the introduction and promotion of further services online is planned. This will assist us to reduce telephone contact which the data demonstrates continues to be the preferred method of contact by customers. We are refining email as a channel and where applicable transferring the more common queries to online structured web forms for many services.

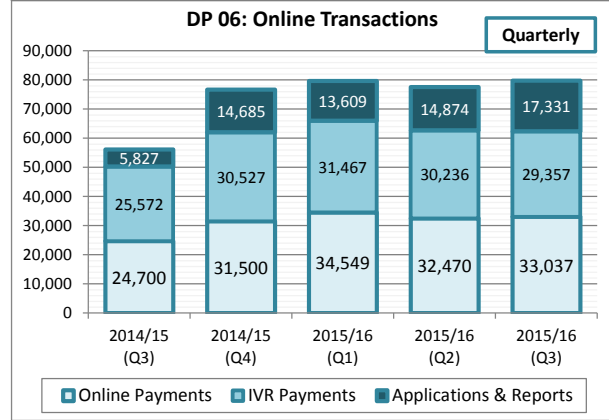
## CUSTOMER SERVICES



Council Tax, Benefits, StreetCare and Housing are the real pressures on service delivery due to demand levels and complexity. Services that are fully integrated with technology have been identified and we have begun to implement an "online only" approach to move service demand to the most cost effective channels.

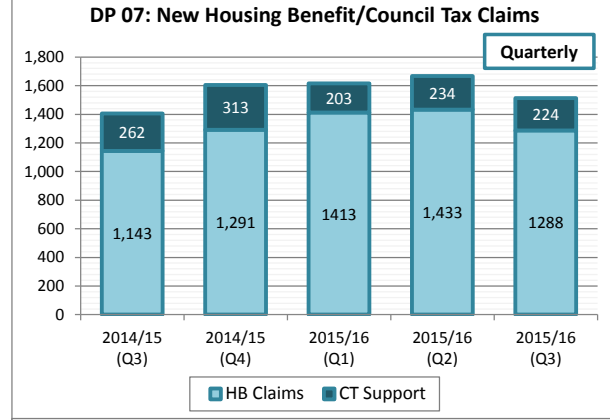
Footnote: Admin relates to a variety of work including processing Blue Badge applications, actioning online forms where the service is not integrated with back office systems, cheque processing, etc

### CUSTOMER SERVICES



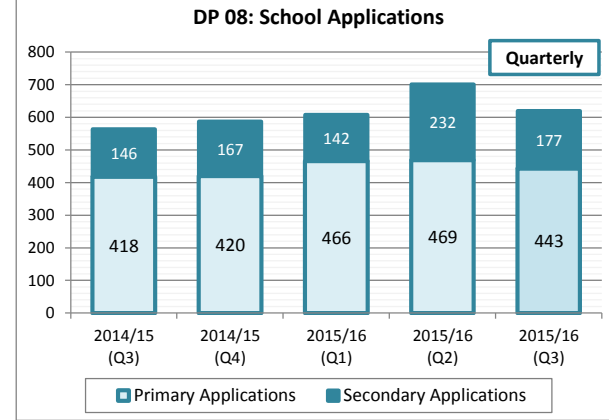
Online forms have risen 197% since the same period last year and shows a promising trend compared to last year. Online and IVR payments have risen 34% and 15% respectively since the same period last year (Q3 2014/15)

### HOUSING BENEFIT



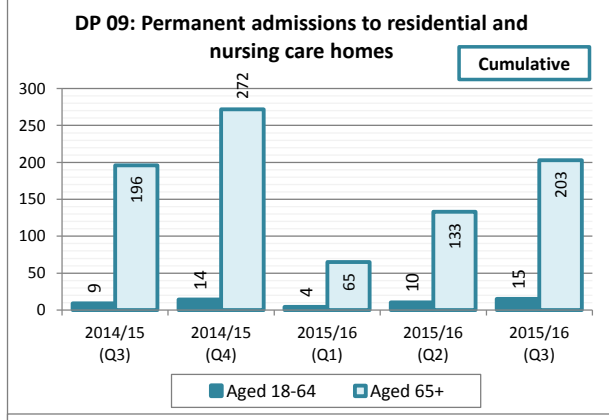
Q3 for 2015/16 has shown a reduction in the number of HB & CTS claims received compared with the previous two quarters of this year. The amounts received however are still greater than Q3 in 2014/15.

### SCHOOL APPLICATIONS



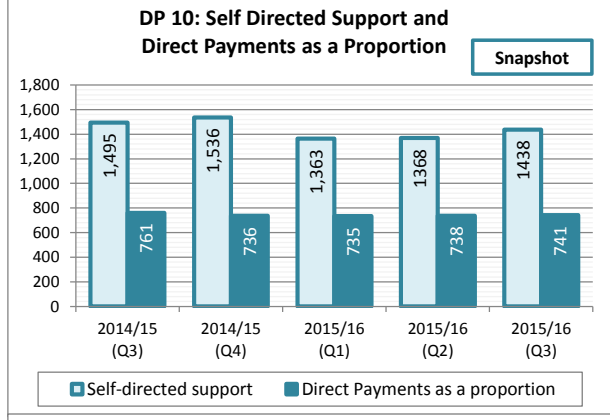
School applications have increased by 56 applications since the same period last year (Q3 2014/15). The majority of these have come from secondary school applications.

### ADULT SOCIAL CARE



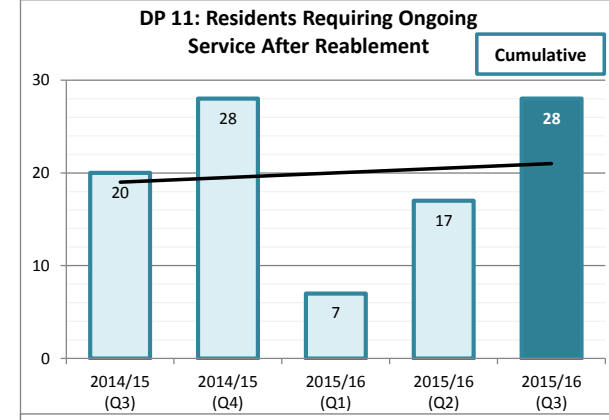
Demand for residents aged 18-64 has increased by 66.7% for Q3 of 2015/16 compared to the same period last year, but only by 3.6% for residents aged 65+. The number of admissions for each age group has remained reasonably consistent in each quarter of the financial year to date.

### ADULT SOCIAL CARE

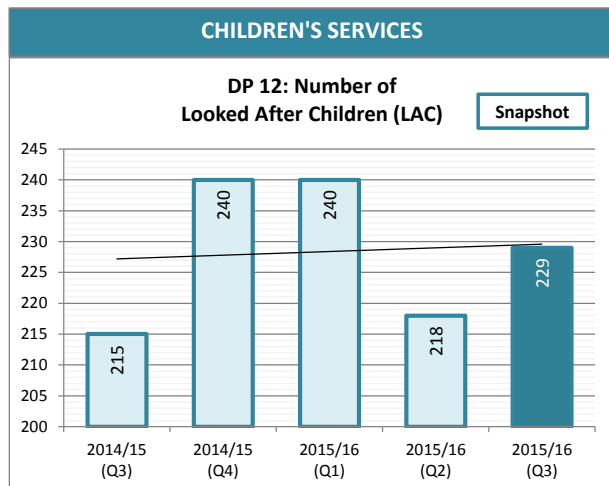


Self-directed support has decreased slightly since Q3 2014/15 (from 1,495 to 1,438) but has risen in each quarter of the financial year to date. Take up of direct payments has also fallen slightly from 761 to 741 since Q3 2014/15 but has risen in each quarter of the financial year to date.

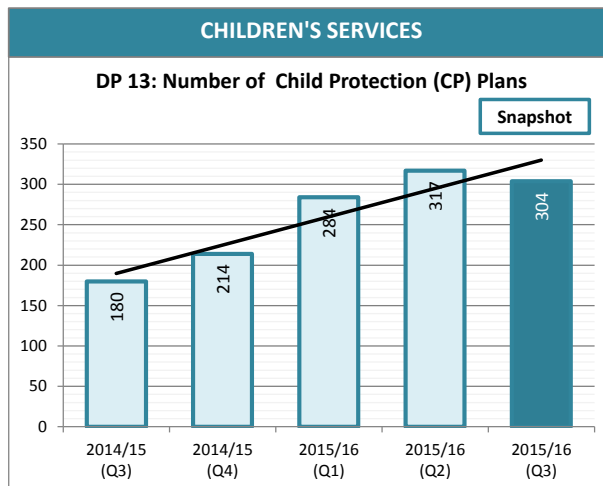
### ADULT SOCIAL CARE



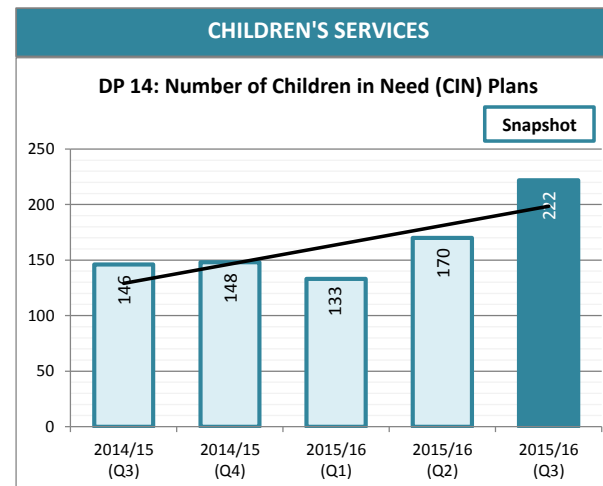
This is a local indicator and is reported cumulatively. Demand has increased from 20 to 28 when compared to Q3 last year. The demand from Q2 to Q3 2015/16 (11) is slightly more than the demand from Q1 to Q2 2015/16 (10).



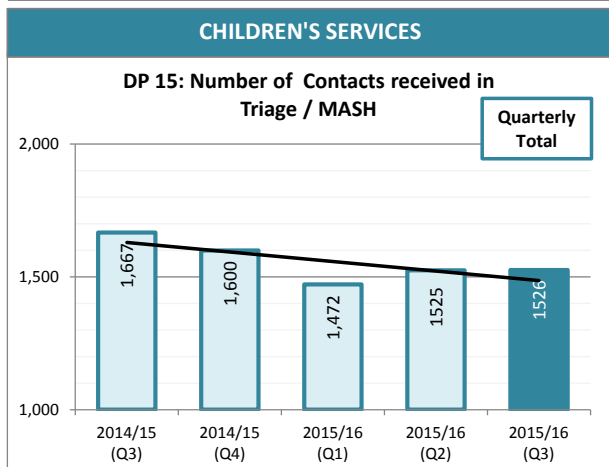
Although the number of looked after children has risen to 229 when compared to Q3 of the previous year, this is still lower than at the end of 2014/15. Since the decrease that we saw in Q2 we have seen a steady increase over the last three months.



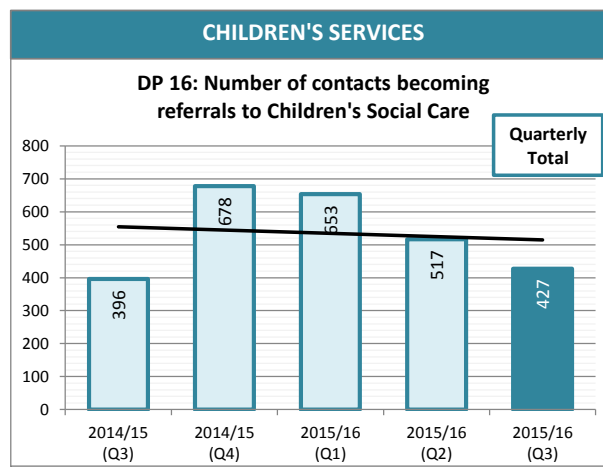
The number of CP cases (304) had been reducing since Q2 with a slight increase noticed in the month of December. Current performance represents a 68.9% increase in activity to that of Q3 for 2014/15.



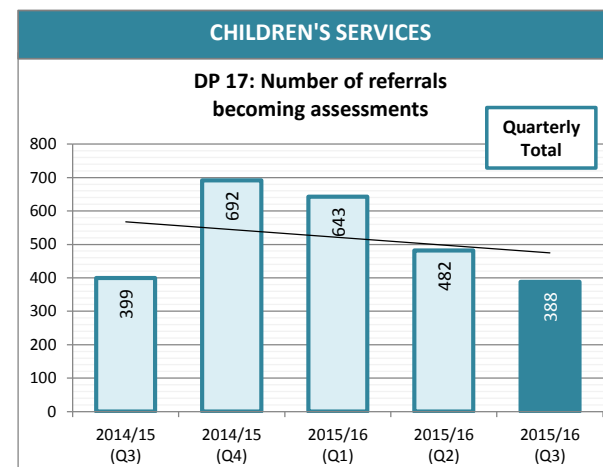
Linked to the increase in CP Plans we have seen a continued increase in the number of CiN plans as CP Plans step down. A 52.1% increase in activity is seen when comparing Q3 2015/16 to Q3 2014/15.



There were 1,526 contacts received in Triage / MASH in Q3 2015/16; a decrease of 1 on the previous quarter. This is an overall decrease of 141 on the same period last year (Q3 2014/15).

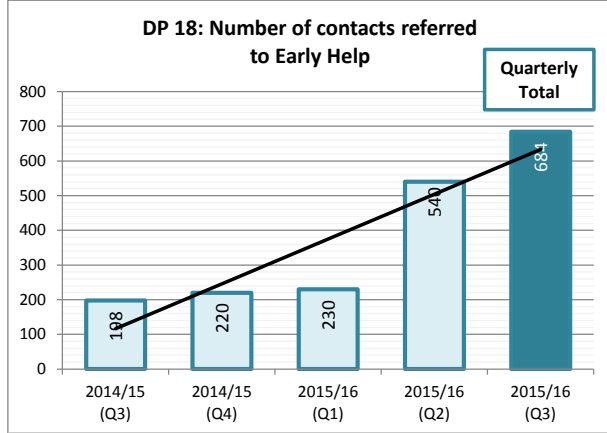


There were 427 contacts becoming referrals to Children's Social Care in Q3 2015/16; a decrease of 90 on the previous quarter. The figure has fallen in each quarter of the financial year to date as more cases are progressed to Early Help (see DP18) as opposed to statutory interventions. However, this is an overall increase of 31 on the same period last year (Q3 2014/15).



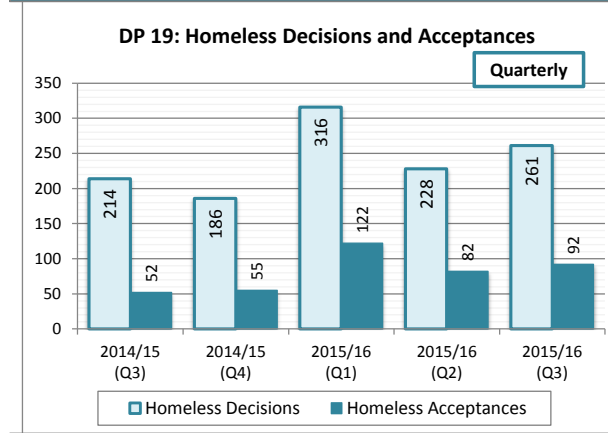
There were 388 referrals becoming assessments in Q3 2015/16; a decrease of 94 on the previous quarter. This is also slightly below performance for Q3 of the previous year.

### CHILDREN'S SERVICES



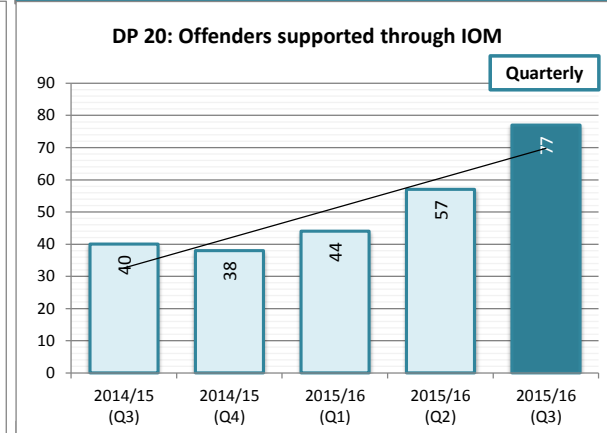
There were 684 contacts referred to Early Help in Q3 2015/16; 144 more than the previous quarter and 486 more than the same period last year. The projection of EH Contacts for this year is more than double that of last year (2,403 vs 964) indicating that the MASH is referring more cases to the service.

### HOMELESSNESS



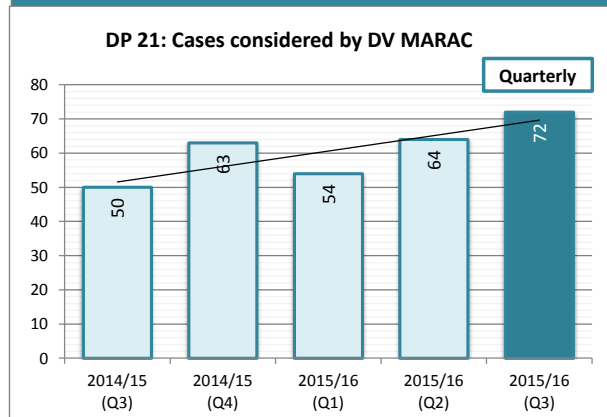
This measure is quarterly and not accumulative. The increase in Q1 for 2015/16 was due to the clearing of a backlog of cases. The number of homeless decisions at Q3 is 22% greater than that of Q3 in 2014/15 evidencing continued demand in this area. The number of acceptances has also increased by 76.9%.

### COMMUNITY SAFETY



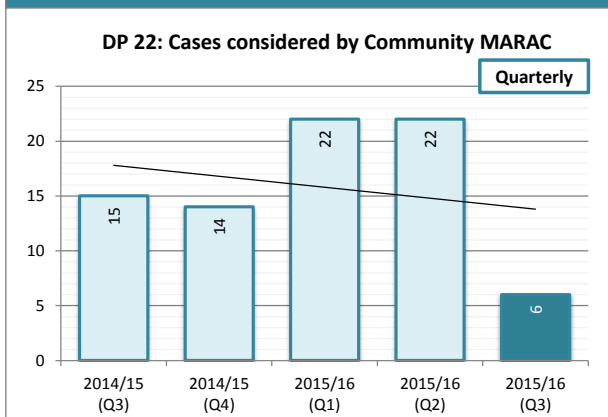
The number of offenders being managed through the Integrated Offender Management panel has increased to 77 following the implementation of the new pan-London IOM model. This is now almost at full capacity. The maximum number that can be supported in Havering is 80.

### COMMUNITY SAFETY



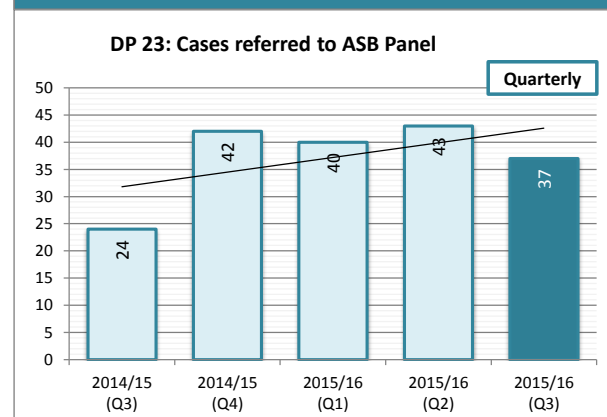
The number of cases of Domestic Violence dealt with by the MARAC (Multi-Agency Risk Assessment Conference) has increased long term from 157 in 2012-13 to 240 in 2014-15 and has continued to increase during 2015-16. With increased levels in DV reporting we anticipate more victims to be referred over the coming financial year.

### COMMUNITY SAFETY



The Community MARAC began in Q2 of 2014/15. Projected demand for the current financial year is 65. The number of referrals reduced dramatically due to better distribution of cases received by MASH to the correct service. The ASB and Community MARAC meetings are to be merged as of January 2016.

### COMMUNITY SAFETY



There were 126 cases dealt with by the ASB Panel in 2014-15. This will be exceeded in this financial year as there have been 120 in total for the 2015/16 financial year to date at Q3.