



Haverling

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

ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

7.30 pm

Tuesday
26 July 2016

Town Hall, Main Road,
Romford

Members 6: Quorum 3

COUNCILLORS:

Linda Hawthorn (Chairman)
Carol Smith (Vice-Chair)
Keith Darvill

Nic Dodin
Garry Pain
Patricia Rumble

For information about the meeting please contact:
Wendy Gough 01708 432441
wendy.gough@onesource.co.uk

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

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

Reporting means:-

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

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

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

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

What is Overview & Scrutiny?

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

The sub-committees have a number of key roles:

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

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

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

Terms of Reference

The areas scrutinised by the Committee are:

- Environment
- Transport
- Environmental Strategy
- Community Safety
- Streetcare
- Parking
- Social Inclusion
- Councillor Call for Action

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) – received.

3 DISCLOSURE 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 any interests in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting of the Committee held on 8th March 2016 and authorise the Chairman to sign them.

5 OVERVIEW OF ENVIRONMENT SERVICE

The Sub-Committee will receive an overview of the new Environment Service from the Director of Neighbourhoods.

6 CORPORATE PERFORMANCE REPORT (Pages 5 - 24)

The Sub-Committee will receive the Corporate Performance Report for Quarters 3 and 4 of 2015 and Quarter 1 of 2016, for areas within its remit.

7 FUTURE AGENDAS (Pages 25 - 28)

Committee Members are invited to indicate to the Chairman, items within this Committee's terms of reference they would like to see discussed at a future meeting.

Note: it is not considered appropriate for issues relating to individuals to be discussed under this provision.

8 URGENT BUSINESS

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

**Andrew Beesley
Committee Administration
Manager**

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**MINUTES OF A MEETING OF THE
ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE
Town Hall, Main Road, Romford
8 March 2016 (7.30 - 8.40 pm)**

Present:

Councillors Barbara Matthews (Chairman), Barry Mugglestone, Alex Donald (Vice-Chair), Patricia Rumble and John Crowder (In place of Carol Smith)

Apologies for absence were received from Councillor Carol Smith and Councillor Michael White

16 MINUTES

The minutes of the meeting of the Sub-Committee held on 14 January 2016 were agreed and signed by the Chairman.

17 OBSTRUCTIVE PARKING AND ANTI-SOCIAL PARKING ON THE SCHOOL RUN

The Sub-Committee received a briefing paper from the Group Manager, Traffic and Parking Control regarding Obstructive Parking and Anti-Social Parking on the School Run.

Obstructive Parking

It was noted that vehicles parked over dropped kerbs was a growing issue for Havering, as well as bringing danger, inconvenience and frustration to many people, it also caused a personal offence that prevented citizens from enjoying the most basic form of freedom. Residents who were subjected to this type of behaviour were unable to go to and from their homes in their vehicles at a time they determined. This kind of obstruction prevented ease of access and caused considerable distress to residents.

The Traffic Management Act 2004 (TMA 2004) stated that to parking across dropped kerbs was a parking contravention for which a Penalty Charge Notice (PCN) can be issued. However, the Sub-Committee noted that the legislation had a caveat that stated only "unfriendly" parking was defined as a parking contravention. Unfriendly parking was where a vehicle parked across a dropped kerb, without the express authorisation of the property owner. In Havering the friendly/ unfriendly issue had been historically managed through a system of positive assumption. This means all residential dropped kerb parking was considered to be friendly and only considered unfriendly upon notification of that from a resident.

Officers stated that in the event of unfriendly parking, a Civil Enforcement Officer (CEO) was sent within one hour to address the situation and where appropriate, issue a PCN. Whilst this was a deterrent, the vehicle parked in contravention would still remain, meaning the initial obstruction and resident's access remained blocked. It was agreed that this was not a solution.

Officers outline a proposed solution which would look at relocation of vehicles. The Sub-Committee was informed that the TMA 2004 had published alongside it a document entitled "Operational Guidance to Local Authorities: Parking Policy and Enforcement". This included a section on vehicle immobilisation and removal.

Historically in Havering there had been little or no vehicle removals in respect of obstructive parking. When a vehicle was removed to the car pound, the vehicle was subject to a £40 a day storage charge. This charge was recoverable from the vehicle owner upon collection, along with the payment of the PCN and release fee. Vehicles that were not collected after 90 - 100 days were considered safe to dispose of, normally through auction.

The Sub-Committee noted that it was not uncommon for vehicles to not be claimed as their value was less than the penalty, release fee and storage charge. All monies raised at auction go towards settling the storage fee however it was historically common for the Council to pay any shortfall in auction income, to settle any storage fees. Whilst it was accepted that the Council can remove illegally parked vehicles, especially those causing an obstruction, the risks carried significant financial burden on the Council. Officers therefore explained that a secondary option that carried less risk financially could be considered.

It was suggested that the Council introduce a "relocation" service that removed an illegally parked vehicle from its obstructive position and relocated elsewhere and nearby in a legal parking place. It was noted that this would be used in conjunction with unfriendly parking following a request from a resident. As was the current scheme, a CEO would be sent to address the situation and issue a PCN. Upon issuing the PCN the officer would then contact the vehicle removal contractor and arrange to have the vehicle relocated. The contractor would relocate the vehicle and then notify and organisation called TRACE, operated by London Councils in partnership with the Police. TRACE would document the relocation for when the owner of the vehicle reported the vehicle missing, and the new position could be identified.

The Sub-Committee noted that this proposal would be non-profitable, but would be beneficial for the public and it was hoped would change the attitudes of motorists.

The Sub-Committee requested that officer's feedback to a future meeting on the progress and successes of this proposal.

Anti-social Parking on the School Run

The Sub-Committee was informed that the situation outside many of the schools across the borough during the school run had become very dangerous. Officers considered that existing civil parking enforcement regulation were not specific enough to manage the anti-social parking behaviours witnessed and their underlying causes.

Many illegal parking acts were traits of anti-social behaviour, and officers considered that current traditional civil parking enforcement legislation could be augmented with powers available within the Anti-social Behaviour Crime and Policing Act 2014 via Public Space Protection Orders (PSPOs). It was explained that a report entitled "Improving the Safety of Our Schools and across the wider Borough" would be present to Cabinet in the future. This report would detail full analysis of the school run problem, together with proposals to minimise the volume of vehicles entering a specific areas to stop and drop and collect children, via PSPOs and other complementary measures and activities.

The Sub-Committee noted that there were 12 schools across the borough that would pilot the scheme. Evidence and data was being collected to document the anti-social behaviour of motorist associated with the school run. Officers explained that each school had a travel plan which included details of how pupils travel to and from school. It had been found that these plans were often contradictory to the data collected by officers. One school's plan indicated that there were approximately 25 vehicles that were used during the school run, however the cameras had recorded approximately 75 vehicles, which was a significantly larger number than was recorded in the travel plan.

The most serious issues witnessed at the majority of locations during the school run were the direct dangers posed to children due to irresponsible and selfish parking, as well as vehicle manoeuvring. This included driving on the footway, dropping and picking up on crossings, zig-zags, keep clear markings as well as over dropped kerbs.

The Sub-Committee was informed that PSPOs have the authority for a Fixed Penalty Notice (FPN) to be issued. An FPN is classified as a minor criminal device and once issued the recipient was able to settle the FPN within 14 days, without there being any criminal record established. If no payment was made, or the recipient so opts to do so, the FPN can be dealt with by a Magistrate in a local Court as a criminal proceedings.

Officers explained that access would be granted to residents who lived in the area and there would be a number of exemption categories including, businesses, delivery companies, health and homecare services.

The Sub-Committee noted that consultations would take place with schools together with local member, governors, residents and parents to discuss the

proposals. PSPOs will be accompanied by complementary measures to ensure safer journeys to school. It was stated that not all locations would be suitable for a PSPO and where so, other conventional control measures would be assessed. These could include the widening of footways and installation of crossings. Each area would be reviewed on a monthly, three-monthly and annual basis. Once introduced a PSPO lasted for three years, however continuous evidence would be gathered and alternative solutions sought. It was further noted that the legislation itself could change.

The Sub-Committee thanked officers for their proactive work and informative presentation.

18 **FUTURE AGENDAS**

The Sub-Committee suggested the following areas as subjects they would wish to scrutinise in the future:

- Street lighting – maintenance and repairs as well as any environmental savings.
- Moving Traffic Contraventions – update on the success, proposed new sites.

Chairman

**ENVIRONMENT OVERVIEW AND SCRUTINY
COMMITTEE**

Subject Heading:	Corporate Performance Report: Quarter 3 and Quarter 4 / Annual (2015/16)
CMT Lead:	Steve Moore, Director of Neighbourhoods
Report Author and contact details:	Kayleigh Pardoe, Policy and Performance Business Partner (Communities and Resources)
Policy context:	The report sets out Quarter 3 and Quarter 4 / Annual performance for indicators relevant to the sub-committee
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.

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). This report sets out Quarter 3 and Quarter 4 / Annual performance for indicators relevant to the Environment sub-committee. 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 has *not improved*.
- **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:

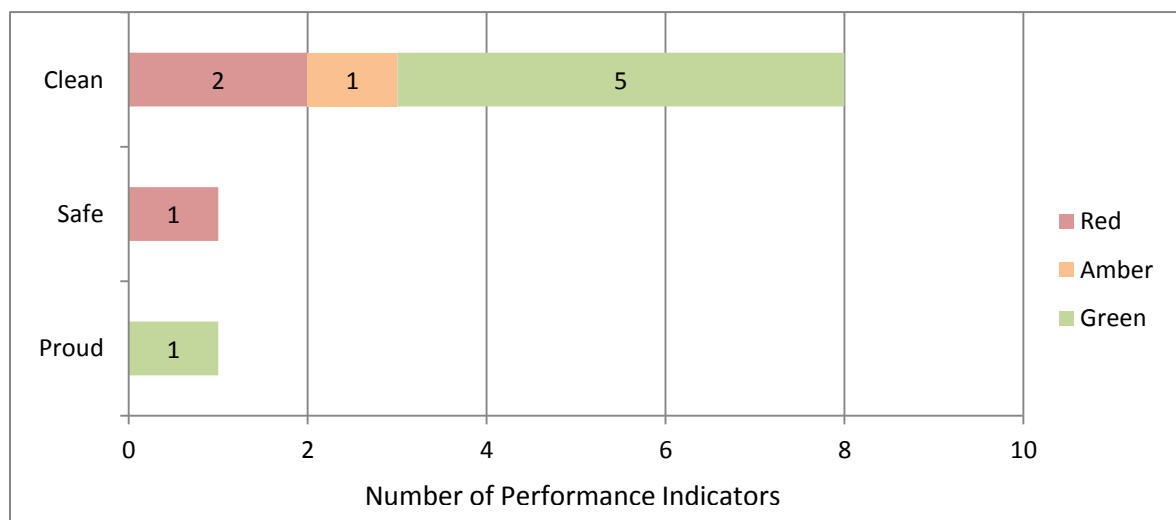
- Short-term performance – with the previous quarter
- Long-term performance – with the same quarter the previous year

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

OVERVIEW OF ENVIRONMENT INDICATORS

8 Corporate Performance Indicators fall under the remit of the Environment Overview & Scrutiny sub-committee for Quarter 3 and 10 Corporate Performance Indicators fall under the remit of the Environment Overview & Scrutiny sub-committee for the annual report (as two annual indicators are included). The Performance Indicators relate to the Environment Service, and the Culture and Community Access Service.

Annual 2015/16 RAG Summary for Environment



Of the 10 indicators, all have been given a RAG status in the annual report. Six **(60%)** are **Green** and four **(40%)** are **Red** or **Amber**.

Levels of performance against the Corporate Performance Indicators relevant to the Environment Overview & Scrutiny sub-committee are attached as **Appendix 1** (Quarter 3 Report) and **Appendix 2** (Quarter 4/Annual Report).

The current levels of performance need to be interpreted in the context of increasing demands on services across the Council. Also attached to the report (as **Appendix 3**) is a Demand Pressure Dashboard that illustrates the growing demands on Environment Services and Culture and Customer Access and the context that the performance levels set out in this report have been achieved within.

Future performance reporting arrangements

As approved by the Cabinet through the Quarter 2 Corporate Performance Report, from the new financial year onwards the quarterly and annual Corporate 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 has been 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.

Measuring customer satisfaction

Whilst the PIs currently included in the Corporate Performance report provide both Members and officers with vital performance information that can be used to improve services, there are few PIs that focus on customer satisfaction. There are various options to address this, from undertaking small surveys on a quarterly basis, to larger surveys on an annual basis, consulting focus groups to setting up consultation panels, as well as many other options in between. So that the Council may fully understand the options available and what the benefits and resource implications of each option may be, the Communications Service is currently seeking views from an external consultant to gain expert advice on how we can gauge residents' satisfaction in the most meaningful way. This will inform any new performance indicators to be included in the Corporate Performance Report during 2016/17.

RECOMMENDATIONS

That Members of the Environment Overview and Scrutiny Committee:

1. **Review** the levels of performance set out in **Appendix 1** and **Appendix 2** and, where there is a Red RAG status, the corrective action that is being taken, and
2. **Note** the content of the Demand Pressures Dashboard attached as **Appendix 3**.

REPORT DETAIL

HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT

Currently there are eight indicators relative to the CLEAN goal in the Annual Report, of which five (62.5%) had a green RAG status at the end of 2015/16:

- Residual household waste per household
- Number of missed collections per 100,000
- Percentage completion against the street cleansing schedule
- Percentage of refuse and recycling collections completed against schedule
- Number of Green Waste Customers (green bin scheme)

One indicator (12.5%) has an amber RAG status – ‘Number of online report forms as a percentage of all CRM reports’.

Two indicators (25%) have a red RAG status:

- Number of fly tipping incidents
- Percentage of household waste sent for reuse, recycling & composting

Highlights:

- The outturn for residual household waste per household is better than the target and better than the annual figure for 2014/15. This is thought to be due to a number of popular campaigns that have been run to reduce waste this year such as “Local Green Points” and “Love Food Hate Waste”.

- The outturn for number of missed collections per 100,000 is better than target and better than the annual figure for 2014/15 despite fluctuations throughout the year and a particularly bad period after Christmas.
- The completion rate against the street cleansing schedule was above target and also an improvement on both the previous quarter and the 2014/15 outturn.
- 99.9% of refuse and recycling collections were completed against schedule during the year.
- The number of green waste customers (green bin scheme) is above target, despite initial problems with the online renewal system.

Improvements required:

- The number of fly tips is above target and is higher than at the same time last year. This increase is at least partly due to more reports by residents following the promotion of the new ways of contacting the Council. There has also been a concerning rise in the number of large scale fly tips in and around the lanes in Upminster and Rainham. The service is using CCTV to identify and prosecute offenders and work continues with Communications to highlight the problem and ask for the public's help in identifying offenders. As a result, the Council has secured a number of successful prosecutions against fly tippers which have been actively publicised in order to deter other would be offenders. The introduction on in-cab technology in 2016/17 will enable more accurate reporting of fly tipping, although this will mean more fly tips are reported and recorded.
- Performance is below target and worse than both Quarter 3 and the previous year's annual outturn for the 'Percentage of household waste sent for reuse, recycling and composting'. There are various reasons for this, including some 'bring sites' no longer being managed by the Council and a reduction in green waste. A programme of waste reduction initiatives will continue into 2016/17, however a reduction in recycling does not impact the Council financially, whereas an overall reduction in waste tonnage does. This will therefore continue to be the Council's focus.
- Whilst performance is below target for the 'Number of online report forms as a percentage of all CRM reports', performance has improved since Quarter 3 and last year. During 2016/17 customers will be encouraged to access more Council services on line where they are able to do so, which is intended to improve performance for this indicator. This indicator is relevant to the Environment sub-committee as a large proportion of CRM enquires submitted online are for Environment services.

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

There is one indicator relative to the SAFE goal in the Annual Report, which has a red RAG status – 'Number of people killed or seriously injured on roads'.

Improvements required:

- Performance is worse than target and worse than this time last year. Funding from TfL for road safety has reduced significantly over the last few years, as has funding to partner agencies, for example for Traffic Police Officers. This is having an impact on performance across London. However, despite this Havering has achieved a 32% reduction compared to the baseline (2005-2009 average). The Department for Transport has a target to achieve a reduction of 33% by 2020 and Transport for London has to achieve 40% over the same time period. Locally, Havering has set a more challenging target of a 50% reduction by 2020, but more funding for casualty reduction will be required to achieve this.

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING

There is one indicator relative to the PROUD goal in the Annual Report, which has a green RAG status – ‘Parking income against budget’.

Highlights:

- A number of new initiatives designed to improve levels of service income have gone live this year and as a direct result revenue performance has improved, as planned.

IMPLICATIONS AND RISKS

Financial implications and risks:

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

There are no major financial issues for the Performance Indicators included in the Quarter 3 and Annual Performance Report.

Cleared Comie Campbell, Interim Strategic Finance Business Partner - 07/07/2016

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.

Cleared Stephen Doye, Legal Manager - 07/07/2016

Human Resources implications and risks:

There are no specific Human Resource implications and risks arising from this report.

Cleared Geraldine Minchin, Strategic HR Business Partner - 30/06/2016

Equalities implications and risks:

None of the Corporate Performance Indicators in this report have been identified as having equality and social inclusion implications.

Cleared Savinder Bharna, Corporate Diversity Advisor - 29/06/2016

BACKGROUND PAPERS

The Corporate Plan 2015/16 is available on the website at <https://intranet.havering.gov.uk/about-havering/corporate-plans/>

- Appendix 1 – Quarter 3 report
- Appendix 2 – Quarter 4/Annual report
- Appendix 3 – Demand Pressure graphs (Annual)

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Appendix 1 - Quarter 3 2015/16 Corporate Performance Report -Environment O&S Sub Committee

RAG Rating	Direction of Travel (DOT)	Description
Green	↑	<p>Short Term: Performance is better than the previous quarter Long Term: Performance is better than at the same point last year</p> <p>Corporate Plan Indicator</p> <p>Outturns reported cumulatively (C)</p> <p>Outturns reported as snapshot (S)</p>
Amber	→	<p>Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as at the same point last year</p> <p>Outturns reported as rolling year (R)</p>
Red	↓	<p>Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than at the same point last year</p>

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		
CLEAN: Supporting our community													
(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>Corrective Action: 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>	Environment <i>Reported to Department for Environment, Food & 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>	Environment <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>	Environment <i>Local performance indicator</i>	Environment
(C)	Number of missed waste collections per 100,000	Smaller is Better	100	100	±10%	111.5 RED	↓	101.6	-	NEW	<p>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.</p> <p>Corrective Action: 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.</p>	Environment <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)	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.	Environment 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.	Environment Local performance indicator	Environment
CLEAN: Leading by example													
(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, online services have been implemented for services that are fully integrated with technology. Further online services will be phased in as 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 Reports). This will give a more complete overview of self-serve online activity.	Culture and Customer Access Local Performance Indicator	Environment
PROUD: Leading by example													
(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.	Environment Local performance indicator	Environment

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

Ref.	Indicator	Value	2015/16 Annual Target	Variable Target Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community												
(C)	Number of fly-tipping incidents	Smaller is Better	3,000	±10%	3726 RED	↓	2,791	↓	2,914	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. Corrective Action: 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.	Environment <i>Reported to Department for Environment, Food & Rural Affairs (DEFRA)</i>	Environment
(C)	Residual household waste per household	Smaller is Better	664kg	±10%	657.33kg GREEN	↓	336kg	↑	664kg	Performance for the year is better than target and there has been an improvement on the annual figure for 2014/15. A number of popular campaigns have been run this year to reduce waste including 'Local Green Points' and 'Love Food Hate Waste'.	Environment <i>Local performance indicator</i>	Environment
(C)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	±10%	31.85% (RED)	↓	34.0%	↓	32.40%	Performance is below target and has worsened compared to both Q3 and the annual outturn for 2014/15. There are various reasons for this, including a stagnation in recycling (which mirrors the picture nationally), Sainsbury's now managing 'bring sites' for recycling which are no longer included in Council figures, and a reduction in green waste given weather conditions over the last year. Whilst an overall reduction in recycling performance is disappointing it doesn't financially impact the Council, whereas overall tonnage does. The focus therefore needs to remain on waste minimisation rather than recycling percentages. Corrective action: A programme of waste reduction initiatives will continue into 2016/17, including home composting schemes, the 'Real Nappies' campaign which encourages the use of cloth nappies and the 'Love Food Hate Waste' campaign.	Environment <i>Local performance indicator</i>	Environment
(C)	Number of missed waste collections per 100,000	Smaller is Better	100	±10%	97.04 GREEN	↑	113.0	-	NEW	Performance is slightly below target despite fluctuations throughout the year, with a particularly poor spell following a change in management at Serco in May 2015, as well as over the Christmas period 2015. More recently performance has improved, and we expect this trend to continue into the new financial year.	Environment <i>Local performance indicator</i>	Environment

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
(C)	Percentage completion against Street Cleansing schedule	Bigger is Better	82%	±10%	86% GREEN	↑	84%	↑	79%	Performance is above target and was at 86% for Q4 as well as year-end. This PI comprises both manual and mechanical street cleaning schedules. The manual performance figure for the year has been on or above target throughout the year with the exception of November when Autumn leaf fall impacted on the schedules. The mechanical sweeping completions in Quarter 4 were below target as we do not mechanically sweep when the roads are gritted. However, performance is better than target for mechanical sweeping completions when compared to the previous year's performance.	Environment <i>Local performance indicator</i>	Environment
(C)	Percentage of refuse and recycling collections completed against schedule	Bigger is Better	93%	±10%	99.9% GREEN	→	99.9%	-	NEW	Performance is above target, as has been the case for most of the year.	Environment <i>Local performance indicator</i>	Environment
(S)	Number of green waste customers (green bin scheme)	Bigger is Better	23000	±10%	23,654 GREEN	-	Annual	↑	22,289	Performance is above target and better than at the same point last year. The initial problems with the online renewal process were successfully overcome, with ICT increasing the RAM capacity in order for the site to cope with the volume of transactions. This year it was agreed that the renewals should be online only, but following the initial difficulties we advertised the automated payment line number, making it easier for customers to access the service. The service sent out a final reminder letter in April, which will hopefully encourage those remaining who wish to renew the service to do so.	Environment <i>Local performance indicator</i>	Environment

CLEAN: Leading by example

(C)	Number of online report forms as a percentage of all CRM reports	Bigger is Better	40%	±5%	29.43% (17,023 of 57,845) AMBER	↑	23.26% (10,152 of 43,649)	↑	15.68% (8,904 of 56,795)	Performance has improved compared to the year-end figure for 2014/15 and also in comparison with Quarter 3 of 2015/16. Whilst the annual figure is below target, performance improved considerably in Quarter 4 following continued promotion of services online (Jan 50%, Feb 47% & Mar 47%). The promotion of services that are fully integrated with technology will continue. This will enable 24/7 access to Council services for customers who have the facilities to transact with the Council online at times that are convenient for them. For 16/17, this P.I. will be changed to include all integrated service requests (those that are under the Apply and Pay headers as well as the service requests categorised as Reports). This will give a more complete overview of self-serve online activity. A full review of the Council's Customer Access Strategy will take place in 2016.	Culture and Customer Access <i>Local Performance Indicator</i>	Environment
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Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
(C)	Number of people killed or seriously injured on roads	Smaller is Better	48	±10%	67 (2015) RED	-	Annual	↓	46 (2014)	This is an annual measure, measured over a calendar year. During 2015, 8 people were killed and 59 were seriously injured on the borough's roads. This was higher than target (where lower is better) and was also worse than during the previous year. From 2011 to 2014, the figures for Havering were decreasing from our base line (the 2005-2009 average) and, by 2014, had fallen to 46 (a 53% reduction). Although the figure for 2015 increased compared with the previous year, when compared to the baseline figure it represents a 32% reduction. The Department of Transport's target is to achieve a 33% reduction by 2020, whilst Transport for London's target is to achieve a 40% reduction over the same time period. Havering has set itself the more challenging local target of achieving a 50% reduction. However in order to meet these targets, more funding for casualty reduction will be required.	Environment <i>Reported to Department for Transport</i>	Environment

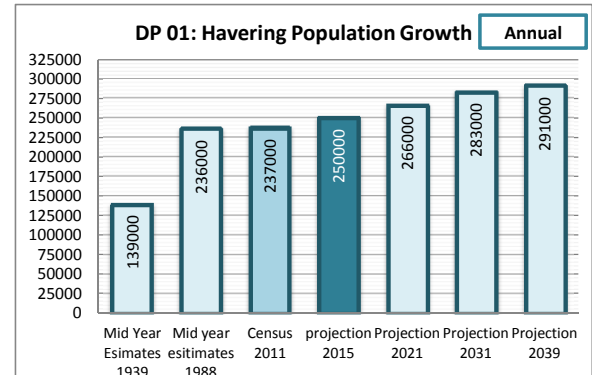
Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
PROUD: Leading by example										

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)		Long Term DOT against 2014/15 (Annual)		Comments	Service	O&S Sub-Committee
(C)	Parking income against budget	Bigger is Better	£4,764,420	±10% (£476,442)	£4,878,306 GREEN	↑	£3,561,952	↑	£3,675,348	Traffic & Parking Control's incoming revenue is primarily derived from five income streams, including 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 revenue performance has improved, as planned.	Environment <i>Local performance indicator</i>	Environment

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Appendix 3: Annual Demand Pressure Dashboard

POPULATION

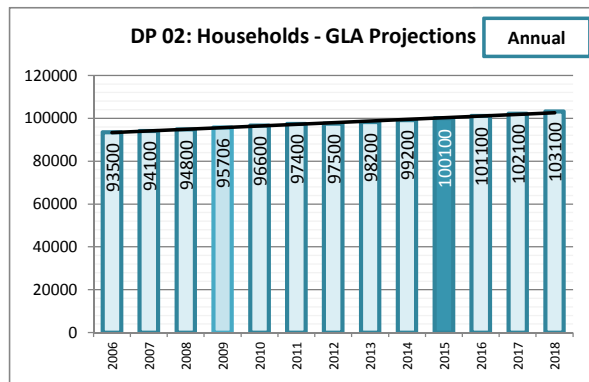


Source: ONS population estimates; 2011 Census; GLA 2013 round capped SHLAA projections

The ONS population estimates, the 2011 Census and GLA 2013 round capped SHLAA Projections show that Havering's population 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

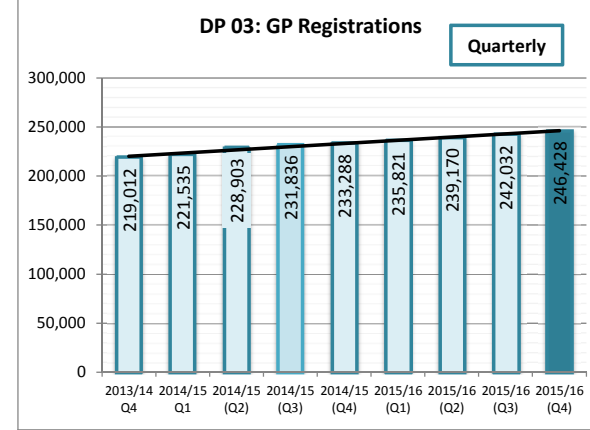


Source: GLA Round Demographic Projections, 2014

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.

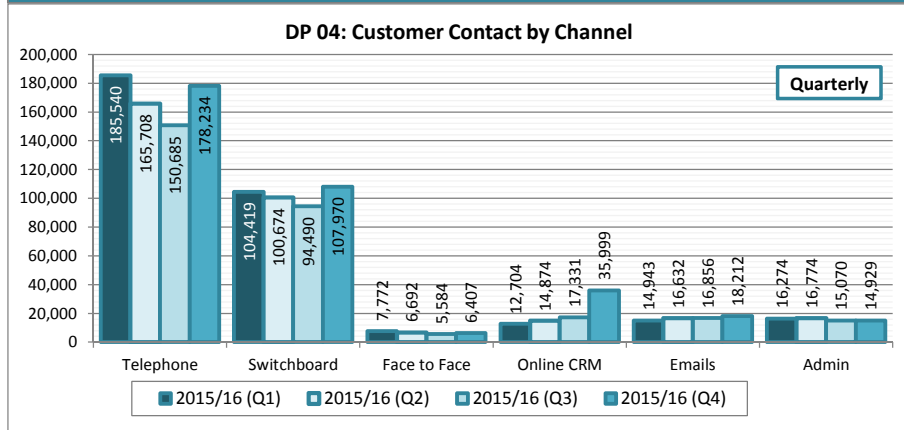
* Figures rounded to nearest 100

POPULATION



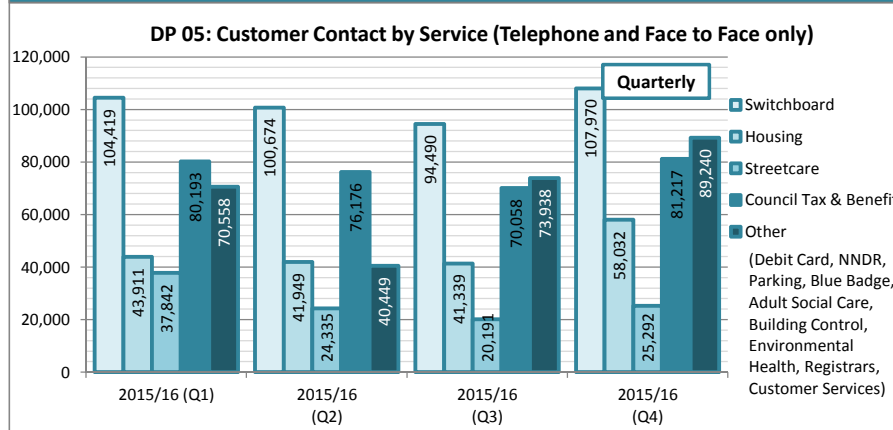
Q4 data shows Havering's GP registrations are continuing to increase each quarter, with 4,396 additional registrations between Q3 2015/16 and Q4 2015/16.

CUSTOMER SERVICES



Online volumes continue to increase each quarter and saw a particular increase in Q4. The introduction and promotion of further services online is planned. This will assist us to reduce telephone contact which 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 approach to move demand to the most cost effective channels.

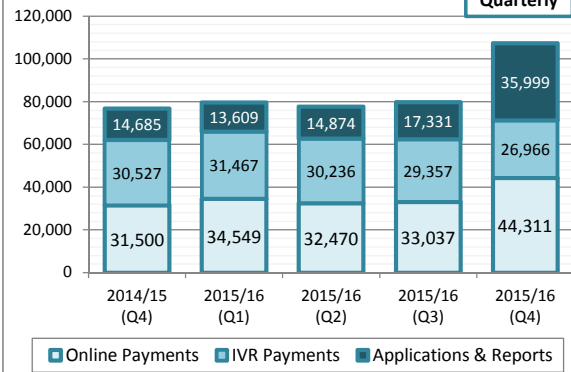
CUSTOMER SERVICES

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

DP 06: Online Transactions

Quarterly

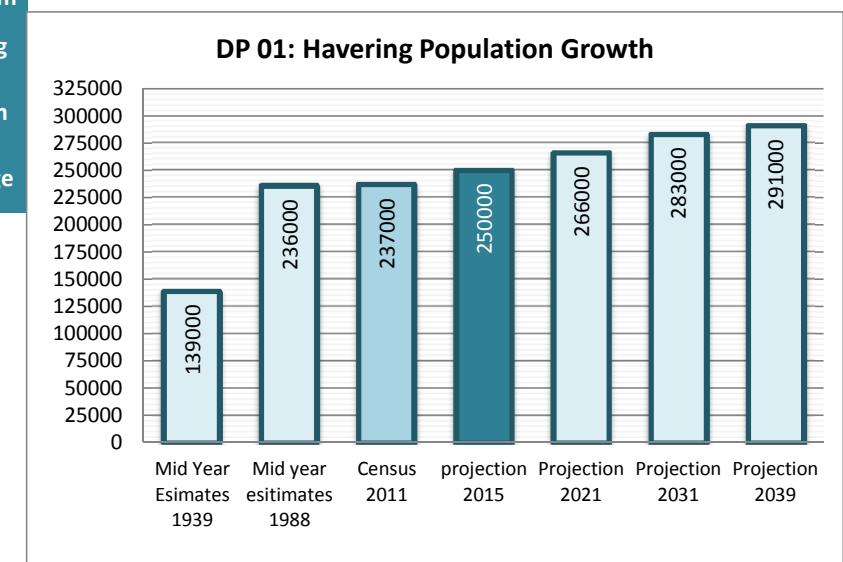


Promising channel shift to online services compared to 14/15, particularly during Q4. An 'online only' approach was implemented in many StreetCare, Registrars and Revenue services during Q3. The high volume of Green Waste renewals being completed via the web has increased the number of online transactions still further.

DP 01:	2013	2014	2015	2016		
0-4	15,000	15,300	15,700	15,900	-900	6%
5-10	16,900	17,500	18,000	18,500	-1,600	9%
11-17	20,600	20,400	20,300	20,500	100	-1%
18-24	20,300	20,000	19,700	19,400	900	5%
25-64	124,900	126,200	127,500	128,900	-4,000	3%
65-84	38,200	38,600	38,800	39,100	-900	2%
85+	6,500	6,800	7,000	7,200	-700	11%
	242,400	244,800	247,000	249,500	-7,100	3%
	242400	244700	247100	249500	-7100	3%

figs rounded to nearest 100

DP 01:	Mid Year Esimates 1939	Mid year esitimates 1988	Census 2011	projection 2015	Projection 2021	Projection 2031	Projection 2039	Growth 1939 - 2015
Barking & Dagenham	184,000	157,000	186,000	205,000	224,000	250,000	271,000	12%
Havering							291,000	80%
Newham							429,000	-11%
Redbridge							349,000	26%



DP 02:	2013	2014	2015	2016	
Household Projections	99,200	100,100	101,100	102,100	<i>figs rounded to nearest 100</i>

DP 03:	2014/15 (Q3)	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	
GP Registrations	235,849	233,288	236,178	239,417	242,032	2,890

DP 03:	2013/14 Q4	2014/15 Q1	2014/15 (Q2)	2014/15 (Q3)	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
GP Registrations	219,012	221,535	228,903	231,836	233,288	235,821	239,170	242,032	246,428

DP 04:	2014/15 (Q2)	2014/15 (Q3)	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)	
Telephone	157,594	148,375	189,900	185,540	165,708	150,685	178,234	
Switchboard	104,315	97,057	107,048	104,419	100,674	94,490	107,970	
Face to Face	11,819	7,972	8,709	7,772	6,692	5,584	6,407	
Online CRM	6,476	5,827	20,878	12,704	14,874	17,331	35,999	
Emails	12,554	14,606	26,969	14,943	16,632	16,856	18,212	-1,689
Admin	6,102	6,200	18,759	16,274	16,774	15,070	14,929	

DP 05:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Switchboard	107,048	104,419	100,674	94,490	107,970
Housing	57,863	43,911	41,949	41,339	58,032
Streetcare	48,943	37,842	24,335	20,191	25,292
Council Tax & Benefits	94,777	80,193	76,176	70,058	81,217
Other	63,632	70,558	40,449	73,938	89,240

				2014/15 (Q3)		
Other	46,692	54,226	47,553	97,057		
Switchboard	101,622	104,315	97,057	42,030	Blue Badge	7,572
Homes and Housing	35,614	40,602	42,030	22,878	Planning & Building Control	12,643
Streetcare	25,046	29,587	22,878	70,519		
Council Tax & Benefits	64,235	70,130	70,519	47,553	Customer Services	3,998
					Debit Card	2,097
					Housing Advice	3,049
					Housing Needs & Lettings	8,072
					Public Protection	5,258
					Registrars	9,301
					Parking	14,139
					Cheque Processing	5,673
						40,449

DP 06:	2014/15 (Q3)	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)	% Difference
Online Payments	24,700	31,500	34,549	32,470	33,037	44,311	40.67%
IVR Payments	25,572	30,527	31,467	30,236	29,357	26,966	-11.67%
Applications & Reports	5,827	14,685	13,609	14,874	17,331	35,999	145.14%

DP 07:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
HB/CT Claims	1,604	1616	1,667	1512	1,574
HB Claims	1,291	1413	1,433	1288	1,351
CT Support	313	203	234	224	223

#REF!

DP 08:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Primary Applications	420	466	469	443	375
Secondary Applications	167	142	232	177	160

#REF! 608

DP 09:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Aged 18-64	14	4	10	15	15

3.5	7.6	8.3	9.7	1.4
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Aged 65+	272	65	133	203	271
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134	291	394	585	67
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DP 10:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Self-directed support	1,536	1,363	1,368	1,438	1,678
Direct Payments as a proportion	736	735	738	741	717

DP 11:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of people who return after 91 days	28	7	17	28	42

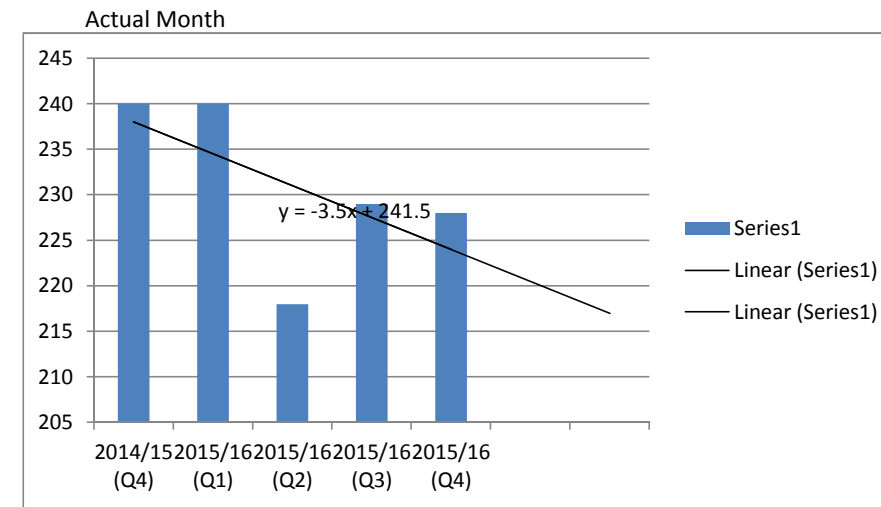
DP 12:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of Looked After Children	240	240	218	229	228

DP 13:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of Child Protection Plans	214	284	317	304	284

DP 14:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of Children in Needs Plans	148	133	170	222	267

DP 15:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of contacts received in Triage / MASH	1,600	1,472	1,525	1,526	1,336

DP 16:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)



Actual Month

Actual Month

Actual Month

Number of contacts becoming referrals to CSC	678	653	517	427	340
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DP 17:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of referrals becoming assessments	692	643	482	388	329

DP 18:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of contacts referred to Early Help	631	617	687	969	1,024

DP 19:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Homeless Decisions	186	316	228	261	297
Homeless Acceptances	55	122	82	92	161

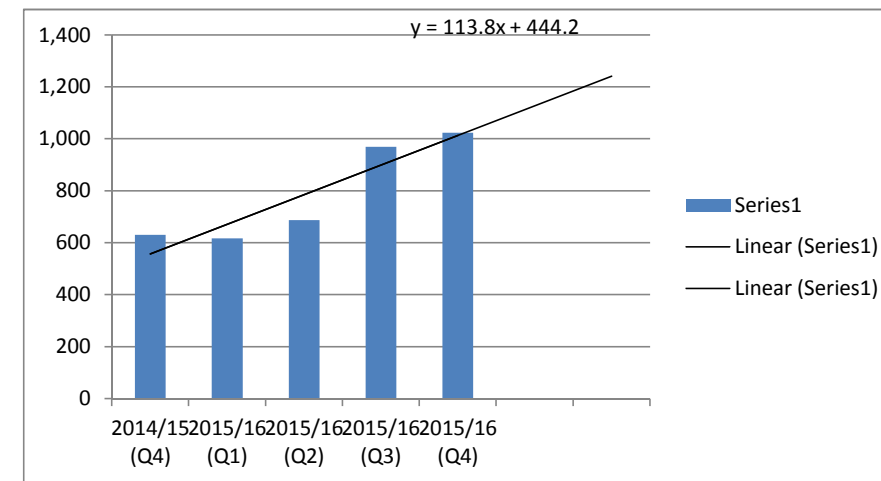
DP 20:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of offenders supported through IOM	38	44	57	77	75

DP 21:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of cases considered by DV MARAC	63	54	64	72	60

DP 22:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of cases considered by Community MARAC	14	22	22	6	21

DP 23:	2014/15 (Q4)	2015/16 (Q1)	2015/16 (Q2)	2015/16 (Q3)	2015/16 (Q4)
Number of cases referred to ASB Panel	42	40	43	37	17

Actual Month



Cumulative					
497	696	891	129	295	576
106	138	163	33	84	135

ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE

Subject Heading:	Sub-Committee’s Work Programme
CMT Lead:	Daniel Fenwick – Legal and Governance
Report Author and contact details:	Wendy Gough Committee Administration 01708 432441 wendy.gough@havering.gov.uk
Policy context:	To agree the Sub-Committee’s work programme for the 2016/17 municipal year.
Financial summary:	None – overview and scrutiny work will be covered by existing resources

SUMMARY

At this stage of the municipal year the Sub-Committee is required, so far as is practicable, to agree its work programme for the forthcoming year. This applies to both the work plan for the Sub-Committee as a whole and to the subject of any topic group run under the Sub-Committee’s auspices.

RECOMMENDATIONS

That the Sub-Committee agree its work programme for 2016/17 municipal year.

REPORT DETAIL

Shown in the schedule at the end of the report is a draft work programme for the Sub-Committee's four meetings during the municipal year. The issues for the first meeting have been drawn up by officers following initial discussions with the Chairman.

Members will note that a significant remainder of the workplan has been left blank at this stage. This is to reflect the fact that Members may wish to select further issues for scrutiny. In addition, previous experience has shown that it is beneficial to leave some excess capacity for scrutiny in order to allow the Sub-Committee to respond fully to any consultations or other urgent issues that may arise during the year.

Additionally, the Sub-Committee has the power to select an issue for more in depth scrutiny as part of a topic group review. Council has recommended that, in view of limited resources, only one such topic group is run at any one time. The Sub-Committee is therefore requested to consider what should be the subject of its next topic group review, if any.

IMPLICATIONS AND RISKS

Financial implications and risks: None – it is anticipated that the work of the Committee can be supported from existing resources.

Legal implications and risks: None

Human Resources implications and risks: None

Equalities implications and risks: None

BACKGROUND PAPERS

None.

Schedule: Draft Work Programme for the Environment Overview and Scrutiny Sub-Committee.

Environment Overview and Scrutiny Sub-Committee			
Meeting 1 (26 July 2016)	Meeting 2 (3 November 2016)	Meeting 4 (19 January 2017)	Meeting 5 (20 April 2017)
Corporate Performance Reports (Q3, Q4, Q1)	Parking Review Overview <i>(to include items below)</i>	Maintenance of Private Land Street Cleansing Flytipping Maintenance <i>(responsibilities and function)</i>	Streetlighting <ul style="list-style-type: none"> - Maintenance and repairs - Links with external contractors and energy companies
Overview of Environment Services Including Public Realm Parks <i>Invite Paul Ellis</i>	Moving Traffic Contraventions <ul style="list-style-type: none"> - Update on successes 		Highway Maintenance including potholes, street columns, grass verges, footways and roads Including costs/value Choice Reactive/ proactive
-	PSPO – School Safety Initiative update		
	Obstructive Parking initiative update		

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