



Havering

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

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE AGENDA

7.30 pm	Tuesday 10 July 2018	Committee Room 3B - Town Hall
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Members 9: Quorum 4

COUNCILLORS:

Conservative (4)

Robby Misir
Timothy Ryan
Carol Smith
Christine Smith

Residents' (2)

Paul Middleton
Gerry O'Sullivan

Upminster & Cranham Residents' (1)

Christopher Wilkins
(Vice-Chair)

Independent Residents' (1)

Tony Durdin

Labour 1 (1)

Keith Darvill
(Chairman)

**For information about the meeting please contact:
Taiwo Adeoye - 01708 433079
taiwo.adeoye@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:

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA ITEMS

1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

2 DECLARATION OF INTERESTS

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

3 CHAIRMAN'S ANNOUNCEMENTS

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

4 MINUTES (Pages 1 - 6)

To approve as a correct record the minutes of the meeting of 20 March 2018 and to authorise the Chairman to sign them.

5 CORPORATE PERFORMANCE REPORT - QUARTER FOUR (Pages 7 - 20)

6 DRAFT WORK PROGRAMME (Pages 21 - 24)

Andrew Beesley
Head of Democratic Services

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**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE
Committee Room 2 - Town Hall
20 March 2018 (7.30 - 8.05 pm)**

Present:

Councillors Lawrence Webb (Chairman), Linda Hawthorn (Vice-Chair), Robby Misir and June Alexander

Apologies for absence were received from Councillors Steven Kelly, Frederick Thompson, Jody Ganly, Michael Deon Burton and Carol Smith

48 DECLARATION OF INTERESTS

No interest was declared at the meeting.

49 MINUTES

The minutes of the meeting held on 23 November 2017 were agreed as a correct record and signed by the Chairman.

50 QUARTER 3 PERFORMANCE REPORT - QUARTER THREE

The Sub-Committee received a presentation that outlined the five corporate performance indicators for Quarter 3 that related to the Towns & Communities.

The following areas for improvement were detailed in the report:

- The number of Stage 1 complaints closed within the target timescale for all non-ASB Housing complaints was below target. For the year to date, 319 out of 404 (79%) of Stage 1 complaints were closed within 15 days against a target of 95%. The Acting Assistant Director of Housing was aware of the fall in performance and had instigated a new, structured approach to achieving targets, with milestones and warnings incorporated into the process.
- There were five Stage 2 complaints that were not closed within the target timescale during Quarter 3 resulting in the year to date outturn being below target.

- The overall outturn took into account the performance of the contractors used for maintenance and gas repairs to the end of Quarter 3. Gas contractor performance was at 98.42% (within target). A total of 4,694 gas repairs were completed within the target timescale out of 4,769 repairs completed.
- Maintenance contractor performance was being monitored through regular contract management meetings as well as separate monthly service improvement meetings.

The report informed the Sub-Committee that an improvement plan had been implemented and a series of corrective actions instigated by the contractor, which included an allocation of extra resources to manage the number of out of target orders; scrutinising employee productivity, and reviewing supply chain management to ensure timely completions.

The Sub-Committee noted the contents of the report and presentation.

51 REVIEW OF CABINET REPORT - HOUSING SCHEME FOR THE BUY-BACK OF EX COUNCIL PROPERTIES

The Sub-Committee received an update report in accordance with the Council's Continuous Improvement Model, on the decision taken at Cabinet on 23 September 2015 to instigate a scheme for the repurchase of ex Council properties sold through the Right to Buy (RTB) programme.

The report informed that the scheme was designed to maximise the opportunity to use retained right to buy receipts, in conjunction with Housing Revenue Account (HRA) resources to increase the available rented stock.

The Sub-Committee noted that the scheme was only used to acquire ex Council dwellings. The type of accommodation was driven by the information from activity associated with the Housing Register.

The acquisition of ex Council properties offered a number of benefits, as part of a wider programme to deliver increases in housing units that included:

- Supporting the sustainability of the HRA through replenishment of stock and replacement of rental income lost through RTB sales.
- Management and maintenance arrangements that were already in place for such properties and in many instances the properties were leasehold with the council as freeholder.

- It allowed for quicker application of RTB receipts to increase stock holdings when compared to new build schemes, which supports the maximum application of RTB receipts within allowable timescales.

The Sub-Committee also noted the acquisition would assist in mitigating the general fund pressures on temporary housing accommodation by increasing the supply of affordable housing.

- The dwellings were normally offered at a reduction to the local market due to their location.

The report detailed that the scheme was launched with an initial mail shot to relevant properties, which produced some interest but was limited in number. In order to maintain the scheme, officers monitored the housing market to identify any ex council stock being sold in order to make contact. The Council was well placed as a prospective purchaser as it was effectively a cash buyer.

The Sub-Committee noted that with the commencement of an extensive consultation around the regeneration programme have resulted in greater interest and success.

The report noted that since the scheme commenced the Council have acquired 61 properties, mainly flats and maisonettes, primarily two and three bedroom in flatted arrangements. It was stated that these properties were in the highest need pressure associated with housing demand.

The report indicated that the average costs of each unit acquired was about £277,000.00 and the council have utilised five million pounds of RTB receipts.

The Sub-Committee was informed that the scheme would continue to provide additional housing units either as replacement units or short life accommodation on estates identified for regeneration.

The Sub-Committee noted the update report.

52 REVIEW OF CABINET REPORT - ESTATE IMPROVEMENTS - HIGHFIELD ROAD

In accordance with the Council's Continuous Improvement Model, the Sub-Committee received an update on the regeneration on the Highfield Road estate, Collier Row.

The Sub-Committee noted that the scheme approved by Cabinet in January 2015 was designed to bring forward improvements to the various blocks associated with the estate and regeneration of the area.

It was stated that the housing estate in Collier Row consisted of 339 units of accommodation. A steering group of residents and council officers were involved at all stages of the process and the partnership between the council, residents and contractors was established and key aspects of concern was highlighted and used to design the strategy of physical and community improvements.

The report indicated that following an extensive survey of the estate and discussions with residents, a programme of communal improvements was drawn up which gave the estate a facelift, an improved appearance and better environment.

The proposed works included:

- External decorations to the blocks
- Concrete and balcony repairs and renewal of screens, where required
- Decoration of block entrances and stairs
- Upgrade to the door entry systems
- Improvements to the car parking and paths
- Landscaping and planting
- External wall insulation to non-traditional houses
- Improvements to the bin stores and waste disposal areas
- Improvements to the boundary walls and fencing

The Sub-Committee noted that during the course of the consultation with residents a detailed re-assessment was undertaken of any building fabric related issue. This was at the request of residents so that whilst contractors were on site the opportunity could be taken to:

- If applicable, bring forward any future planned works
- Minimise disruption to residents
- Achieve better value for money based on economy of scale.

The report indicated that residents were informed that only allocated resources within the overall capital programme could be utilised. The allocated resources within the overall programme were utilised to carry out the following works:

- Refurbishment of windows in communal areas
- Upgrading of block and dwelling entrance doors and door entry systems
- Provision of refuse enclosures
- Replacement of soffits and gutters
- Repairs to main roofs
- Replacement of aging flat roofing.

The report informed that the original budget approved was for £1.853 million which was supplemented by £600 thousand of the previously approved

budget for works to non-traditional houses. The properties affected by these works were already included within the overall borough wide programme. The total cost of works associated with the scheme was £2.465 million. The Sub-Committee was informed that there had been an overspend of about £12 thousand on the main budget which was absorbed within the overall capital programme.

The Sub-Committee noted that all works were completed successfully and the external appearance of the estate and aspects associated with environmental management greatly improved. The physical work had encouraged local residents to continue with community engagement activities, helping to reduce vandalism, anti-social behaviour and improved the lettability of properties.

The Sub-Committee was informed that with regards to the proposals to rename blocks and the estate, the proposal was the subject of considerable consultation with local residents. It was proposed to re-name the blocks on the estate, and the estate itself after countries which are part of the British Overseas Territories, dominions or where the Queen is Head of State, as part of the improved community cohesion but this was not supported by residents and as a consequence the proposals were not taken forward.

The update report concluded that the work on the estate and the formation of the community group had made a significant impact on the identity and appearance of the estate. The improvement programme provided a focus for engaging with the residents, and engendered a feeling of pride in the community, the estate and the borough.

The Sub-Committee commended the delivery of the programme of works in partnership with residents.

The Sub-Committee noted the update report with no further action proposed.

Chairman

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TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE, 10 JULY 2018

Subject Heading:	Quarter 4 2017/18 Performance Report
SLT Lead:	Jane West, Chief Operating Officer
Report Author and contact details:	Thomas Goldrick, Senior Policy and Performance Officer, x4770, thomas.goldrick@havering.gov.uk
Policy context:	The report sets out Quarter 4 performance relevant to the Towns and Communities Overview and Scrutiny Sub-Committee
Financial summary:	There are no immediate financial implications. Adverse performance against some 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.

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[]

SUMMARY

This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee for Quarter 4 2017/18 (January 2018- March 2018).

RECOMMENDATION

That the Towns and Communities Overview and Scrutiny Sub-Committee notes the contents of the report and presentation and makes any recommendations as appropriate.

REPORT DETAIL

1. The report and attached presentation provide an overview of the Council's performance against the performance indicators selected for monitoring by the Towns and Communities Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.
2. The report and presentation identify where the Council is performing well (**Green**) and not so well (**Red**). The ratings for the 2017/18 reports are as follows:
 - **Green** = on target or better
 - **Red** = off target
3. Where performance is off the quarterly target and the rating is '**Red**', 'Improvements required' are included in the presentation. This highlights what action the Council will take to address poor performance.
4. Also included in the presentation (where relevant) are Direction of Travel (DoT) columns, which compare:
 - Short-term performance – with the previous quarter (Quarter 3 2017/18)
 - Long-term performance – with the same time the previous year (Quarter 4 2016/17)
5. 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.
6. In total, five performance indicators have been included in the Quarter 4 2017/18 report and presentation. Of these, three have been assigned an on track / off track status. All three are currently rated '**red**' (off track).

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Adverse performance against some performance indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams and/or levies from other bodies. 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.

Robust ongoing monitoring is undertaken as part of the established financial and service management processes. Should it not be possible to deliver targets within approved budgets this will be raised through the appropriate channels as required.

Legal implications and risks:

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

Human Resources implications and risks:

There are no HR implications or risks involving the Council or its workforce that can be identified from the recommendations made in this report.

Equalities implications and risks:

There are no equalities or social inclusion implications or risks identified at present.

BACKGROUND PAPERS

Appendix 1: Quarter 4 Towns and Communities Performance Presentation
2017/18

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Havering

LONDON BOROUGH

Quarter 4 Performance Report 2017/18

Towns and Communities O&S Sub-Committee

10 July 2018

About the Towns and Communities O&S Committee Performance Report

- Overview of the key performance indicators as selected by the Towns and Communities Overview and Scrutiny Sub-Committee
- The report identifies where the Council is performing well (**Green**) and not so well (**Red**).
- Where the RAG rating is '**Red**', '**Corrective Action**' is included. This highlights what action the Council will take to address poor performance.

OVERVIEW OF TOWNS AND COMMUNITIES INDICATORS

- 5 Performance Indicators are reported to the Towns and Communities Overview & Scrutiny Sub-Committee.
- Data is available for all the indicators.
- Performance ratings are available for 3 of the 5 indicators. All are **Red** (off target)

Quarter 4 Performance

Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2017/18	
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	764	↓	528	-	NEW
% of Stage 1 complaints closed in 15 days (cumulative)	Bigger is better	95%	95%	87% RED	↑	83.7%	-	NEW
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	162	↓	109	-	NEW
% of Stage 2 complaints closed within 20 days (cumulative)	Bigger is better	95%	95%	86.4% RED	↓	91.7%	-	NEW
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	91.2% RED	↓	92%	↑	90.6%

About Complaints Data

- A breakdown of Stage 1 complaints data by service from April to March 18 is provided below:

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in 15 days
Arts Services		
Businesses		
Cemeteries	1	100%
Community involvement (incl. volunteers)		
Crematorium	13	100%
Development and Transport Planning		
Enforcement		
Housing – ASB	17	100%
Housing – Other	280	91%
Housing – Repairs	295	76%
Leisure centres and sport	7	57%
Library Services (incl. Havering Museum)	12	100%
Parks and open spaces (incl. allotments)	38	100%
Planning and Building Control	48	98%
Public Protection	47	98%
Regeneration		
Registrar Services	6	100%
TOTAL	764	87.0%

- There was an increase of 74 Stage 1 complaints received in Quarter 4 compared to Quarter 3

Improvements Required – Stage 1 complaints

- 481 out of 575 (84%) of non-ASB Stage 1 Housing complaints were closed within 15 days against a target of 95%.
- Issues contributing to below-target performance include:
 - Vacancies in the Housing Complaints Team (which have now been filled)
 - An increase in complaints to Building Services regarding gas appliances and servicing. This has coincided with the start of the process of re-letting new contracts
 - An increase in FOI requests and Member enquiries regarding the actions the Council was taking in respect of fire safety following the Grenfell Tower fire in June 2017. This had a knock-on effect on complaints processing.
- The Acting Assistant Director of Housing has instigated a new, more structured approach to achieving targets with milestones and warnings incorporated into the process. Also closer senior management scrutiny has been built into the system.
- Indicative figures for April 2018 show performance has improved significantly to 94.8%
- 4 out of 7 (57%) Stage 1 complaints relating to Leisure Centres and Sport were closed within 15 days against a target of 95%. This was largely due to staffing changes and associated training requirements which have now been addressed.

Improvements Required – Stage 2 complaints

- There were 13 Stage 2 complaints that were not closed within the target timescale during Quarter 4, resulting in the outturn being below target.
- Targets on Stage 2 cases can be missed due to the extreme complexity of some complaints. Some cases can be historic, involving information going back as far as 10 years, including the need to contact external agencies and review archived files. The Chief Executive is kept up to date with delays on investigations and case officers are in regular contact with the customer.
- Targets can be missed as complaints are investigated fully with complete transparency, so as to bring resolution to the matter for the customer without the need to escalate to Stage 3 or the Ombudsman. The team is reliant on services to provide information in a timely fashion, which often prompts a need for further information or clarification. Sometimes the answer to one question leads the complaint into a new direction until resolution is achieved.

Improvements Required – Housing repairs completed within timescale

- Quarter 4 gas contractors' performance was 98.9%.
- Quarter 4 main repairs contractors' performance was 90.5%.
- An improvement plan was implemented and a series of corrective actions was instigated by the contractor, however the YTD figure could not be recovered by year end.
- The corrective actions taken by the contractor involved allocating extra resources to manage the number of "out of target orders", scrutinising employee productivity and reviewing supply chain management to ensure timely completions.
- Progress against targets has been scrutinised at regular contract management meetings and also at separate monthly service improvement meetings. The Director of Neighbourhoods has personally met with the Managing Director of Breyers to highlight the importance of service delivery to Havering and gain assurance that performance will improve.
- The appointment of additional staff was delayed due to recruitment difficulties. These resources have now been put in place together with further additional staff to reduce the backlog of overdue orders.
- However performance remains below target and we are now considering further formal actions against the contractor under the terms of the contract and will be reviewing the action plan further.

Any questions?



TOWNS & COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE 10 JULY 2018

Subject Heading:	Towns & Communities Overview and Scrutiny Sub-Committee – Work Programme 2018/19
SLT Lead:	Kathryn Robinson
Report Author and contact details:	Taiwo Adeoye, 01708 433079 taiwo.adeoye@onesource.co.uk
Policy context:	A proposed work programme for the Sub-Committee is submitted for review and agreement.
Financial summary:	No impact of presenting of work programme itself which is for review only.

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[]
Connections making Havering	[]

SUMMARY

A proposed work programme for the Sub-Committee is attached for review and adoption.

RECOMMENDATIONS

1. The Sub-Committee to make any amendments to the proposed work programme for the 2018/19 municipal year and adopt the final version of the programme.

REPORT DETAIL

1. Following initial discussions with the Sub-Committee Chairman, the attached table shows a proposed work programme for the meetings of the Sub-Committee during the 2018/19 municipal year. At this stage, the work programme lists solely the Cabinet decisions within the Sub-Committee's remit that are due for scrutiny during the coming year under the Council Continuous Improvement Model. It should be emphasised that the work programme is not confirmed at this stage and Members are welcome to suggest any changes or additions they wish to be considered, both in terms of agenda items for future meetings of the Sub-Committee and for any potential topic groups.
2. It will be noted that not all items have yet been specified for future meetings. Previous experience has shown that it is often beneficial to leave some spare capacity on future agendas to deal with any consultations or other urgent issues that may arise during the year.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: No apparent legal implications

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

TOWNS & COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE

Cabinet Continuous Improvement Model

Cabinet Report Title
Rainham and Beam Park Housing Zone Overarching Legal Agreement
Agreement to adopt the Rainham and Beam Reach Masterplan and Planning Framework as non-statutory planning guidance
Housing Zone Gateway Delivery Strategy
Affordable Housing - Commuted Sums Planning Guidance Note
Loan to and acquisition of land from Havering College
Consultation on Proposed Licensing Schemes for HMOS and other private rented housing sector
Romford Market Transformation Programme
Recommendation to adopt the Sex Establishment Licensing Policy and the adoption of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, as amended by Section 27 of the Policing and Crime Act 2009
Romford Bridge Close - Vision and Way Forward
Overarching Borough Agreement with the GLA to support the reinvigoration of Romford Town Centre (Romford Housing Zone)
Affordable Housing - Adoption of a planning guidance note on the Council's approach to commuted sums payments

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