



Havering

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

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE AGENDA

7.30 pm	Wednesday 5 December 2018	Town Hall, Main Road, Romford
----------------	--------------------------------------	--

Members 9: Quorum 4

COUNCILLORS:

Conservative Group (4)

Robby Misir
Timothy Ryan
Carol Smith
Christine Smith

Residents' Group (2)

Paul Middleton
Gerry O'Sullivan

Upminster & Cranham Residents' Group (1)

Christopher Wilkins
(Vice-Chair)

Independent Residents' Group (1)

Tony Durdin

Labour Group (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 4 September 2018 and to authorise the Chairman to sign them.

5 QUARTER TWO - CORPORATE PERFORMANCE REPORT (Pages 7 - 24)

6 PLANNING - PROCESSES AND SERVICE CHALLENGES (Pages 25 - 34)

7 THE FUTURE OF CHAFFORD SPORTS CENTRE (Pages 35 - 50)

8 URGENT BUSINESS

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

Andrew Beesley
Head of Democratic Services

This page is intentionally left blank

**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB-COMMITTEE
Town Hall, Main Road, Romford
4 September 2018 (7.30 - 8.45 pm)**

Present:

Councillors Tony Durdin, Paul Middleton, Christopher Wilkins (Chairman), Robby Misir, Timothy Ryan, Paul McGeary and Stephanie Nunn

Apologies for absence were received from Councillor Keith Darvill, Councillor Gerry O'Sullivan, Councillor Carol Smith and Councillor Christine Smith

5 DECLARATION OF INTERESTS

There were no declarations of interest.

6 MINUTES

The minutes of the meeting held on 10 July 2018 were agreed as a correct record and signed by the Chairman.

7 PERFORMANCE REPORT - QUARTER ONE 2018/19

Members received a presentation that outlined the current six corporate performance indicators for Quarter 1 that related to the Sub-Committee.

It was noted that performance ratings were available for 4 of the 6 indicators. Three were off target, rated Red and one was on target, rated Green.

The Sub-Committee noted the following highlights in Quarter one:

- To date, the regeneration consultation meetings had involved 1,482 residents across the 12 sites.
- The programme of engagement had been supported by 1-2-1 meetings with residents, newsletter and website updates and features in local publications.
- Since establishing the Joint Venture company in April 2018, Wates had completed 'Meet the Developer' consultation meetings, which 126 residents and neighbours of the estates in Phase One of the programme attended.
- The consultation programme was set to recommence in September 2018.

The presentation outlined the following areas for improvement:

- 89.4% (5,971 out of 6,676) of repairs were completed within the target timescale in Quarter 1.
 - Gas contractors' performance was 99.0%.
 - Main repairs contractors' performance was 87.5%.
- An improvement plan was implemented by the contractor which the Council was assured would result in improved performance during the last quarter of 2017/18. Regretfully this was not achieved and performance remained below target.
- The main corrective actions taken by the contractor involved recruiting additional resources to assist in managing the number of "out of target orders", scrutinising employee productivity and reviewing supply chain management to ensure timely completions.
- Completion of these actions and progress in achieving performance targets was scrutinised at regular contract management meetings and at separate monthly service improvement meetings.
- The Director of Neighbourhoods had also 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 resources was delayed due to recruitment difficulties, and following appointment some new operatives have subsequently left and some were not considered suitable. Recruitment continued to be a problem for the contractor, however resources had now been appointed and it was anticipated that the backlog of overdue orders would now reduce.
- The contractors' action plan was being reviewed, to identify any further changes that could be implemented to improve performance against the KPI.

Improvements Required

- 117 out of 131 (89%) of non-ASB related Stage 1 Housing complaints were closed within 15 days in Quarter 1.
- 59 out of 65 (91%) complaints related to Housing repairs were closed within 15 days. Whilst below target (95%), performance had significantly improved compared with the same period the previous year (56%).
- Issues contributing to below-target performance included:
 - The Housing Complaints Team lost two experienced officers in Quarter 1 which impacted on the overall performance. The team had successfully recruited to these roles in Quarter 2. Once training is completed, an increase in performance was expected in Quarters 3 and 4.
 - There had been an increase in complaints due to letters sent to Private Sector Leasing (PSL) tenants regarding the PSL review and negative publicity in the local press surrounding this.

- A new Interim Senior Complaints Officer had been put in place to manage the team and the workload.
 - The Acting Assistant Director of Housing had instigated a more structured approach to achieving targets with milestones and warnings incorporated into the process. Also closer senior management scrutiny had been built into the system.
-
- In Quarter 1 there were 49 Stage 2 complaints that fell within the remit of the Sub-Committee. Of these, 33 were closed on time, resulting in the outturn being significantly below target.
 - Targets on Stage 2 cases could be missed due to the extreme complexity of the complaint. Some cases could be historic, involving information going back many years (sometimes in excess of 10 years), as well as the need to contact external agencies and view archived files.
 - The Chief Executive signed off all Stage 2 complaint responses and was kept up to date with delays on investigations. Case officers were in regular contact with complainants.
 - Targets could also be missed as complaints were investigated fully with complete transparency, so as to bring resolution to the matter for the customer without the need to escalate further to Stage 3 or the Ombudsman. The Complaints team was reliant on services to provide information in a timely fashion, which often prompted a need for further information or clarification until resolution had been achieved. The reduced number of Stage 3 complaints supports the theory that a full, comprehensive investigation at Stage 2 brought a satisfactory resolution for the customer.

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

8 PRIVATE SECTOR LEASING - CURRENT UPDATES

Members received an update on the current position on Private Sector Leasing, which they had requested at the sub-committee meeting on the 10 July 2018.

RESOLVED:

That the update on the current position on Private Sector Leasing, be noted.

9 HOUSING REPAIRS AND GAS SAFETY CHECKS - UPDATE REPORT

The Sub-Committee received a report which updated on the provision of responsive repairs and carrying out gas safety checks to Council owned and managed housing stock.

As a landlord, the Council had a statutory duty to undertake responsive repairs to its properties, which included those associated with gas appliances and heating systems.

Due to the specialist nature of the service in 2018, K&T Heating had been appointed as the contractor for domestic installations and BSW Ltd for communal (commercial) installations, to provide responsive repairs and planned servicing to gas appliances and heating installations.

Performance associated with completing repairs on time had been a significant challenge, with the contractual KPI target of 95% Repairs Completed On Time having been consistently missed and this was acknowledged by Breyer as one of their primary failures. Despite action plans having been developed and worked to, no significant improvements had been made and no sustainable solution had been put forward by Breyer to resolve the matter. The contract was approaching an end and officers were reviewing a range of alternatives with service quality, customer satisfaction and sustainability being at the centre of the new service specification.

The new gas servicing contracts commenced in the early part of the year with a handover of outstanding works and servicing schedules being a major part of the mobilisation. The contractor providing the domestic installations service had not made a satisfactory start to service provision, due partly to the availability of Gas Safe qualified engineers to maintain the previous servicing programme. Performance issues had been addressed through contract supervision meetings and the corrective actions in place were beginning to deliver better quality.

The Sub-Committee noted the contents of the report.

10 UPDATE ON THE LEISURE MANAGEMENT CONTRACT

The Sub-Committee received a report that provided an update on the Sports and Leisure Management Contract with regard to the Chafford Sports Complex.

The Sports Complex was in need of significant capital investment if it was to continue to operate as a publicly accessible sports complex, as the Complex did not meet with current expectations for the quality of facilities.

A review to consider the options for the future of Chafford Sports Centre would be undertaken, which would consist of a consultation regarding the future of the Complex, including seeking to identify the impact if the Complex were to cease to be included within the Sports and Leisure Management Contract. The consultation, subject to final confirmation, would include meetings with key stakeholders, including Harris Academy Rainham, Sports and Leisure Management and groups that hire the Complex. Once the consultation had been completed, and the results

analysed, a report would be provided to Cabinet seeking a decision on the future of Chafford Sports Complex.

The Sub-Committee noted the progress with the Sports and Leisure Management Contract since the award of the contract that commenced on 01 October 2016 with regard to Chafford Sports Complex.

Chairman

This page is intentionally left blank

TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE, 5 DECEMBER 2018

Subject Heading:	Quarter 2 performance report
SLT Lead:	Jane West, Chief Operating Officer
Report Author and contact details:	Thomas Goldrick, Senior Policy and Performance Officer, thomas.goldrick@havering.gov.uk
Policy context:	The report sets out Quarter 2 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

1. This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance against indicators within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee for Quarter 2 (July 2018-September 2018).

2. Attached as **Appendix 2**, is a list of Performance Indicators that fall within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee which could be monitored going forward.

RECOMMENDATION

That Member of the Towns and Communities Overview and Scrutiny Sub-Committee:

1. **Note** the contents of the report and presentation and make any recommendations as appropriate.
2. **Determine** which of the performance indicators attached as Appendix 2 will be tracked and monitored going forward.

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 (**Amber** and **Red**). The RAG ratings for the 2018/19 reports are as follows:
 - **Red** = more than the 'target tolerance' off the quarterly target
 - **Amber** = within the 'target tolerance' of the quarterly target
 - **Green** = on or better than the quarterly 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 direction of travel – with performance the previous quarter (Quarter 1 2018/19)
 - Long-term direction of travel – with performance during the same time the previous year (Quarter 2 2017/18)

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, six performance indicators have been included in the Quarter 2 2018/19 report and presentation. Of these, four have been assigned a RAG status. Three are currently rated 'red' (off track) and the other is currently rated 'green' (on 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 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 the 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 regularly review the Council's progress.

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 2 Towns and Communities Performance Presentation 2018/19

Appendix 2: List of Performance Indicators that fall within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee



Havering

LONDON BOROUGH

Quarter 2 Performance Report 2018/19

Towns and Communities O&S Sub-Committee

5 December 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 (**Amber** and **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

- 6 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 4 of the 6 indicators. 3 are **Red** (off target) and 1 is **Green** (on target)

Quarter 2 Performance

Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	2018/19 Q2 Performance	Short Term DOT against Q1 2018/19		Long Term DOT against Q2 2017/18	
No. of Stage 1 complaints received (cumulative)	Smaller is better	N/A	N/A	392	↓	192	↓	366
% of Stage 1 complaints closed in 15 days (cumulative)	Bigger is better	95%	95%	77.6%	↓	91.1%	↓	84.4%
No. of Stage 2 complaints received (cumulative)	Smaller is better	N/A	N/A	107	↓	49	↓	71
% of Stage 2 complaints closed within 20 days (cumulative)	Bigger is better	95%	95%	72.9%	↑	67.3%	↓	94.4%
% of housing repairs completed within target (cumulative)	Bigger is better	96%	96%	87.17%	↓	89.4%	↓	92%
Contractor liaison with residents during regeneration work	N/A	Residents Consulted	Residents Consulted	On Track	-	On Track	-	NEW

About Complaints Data

- A breakdown of Stage 1 complaints data by service from April to September 2018 is provided below:

	No. of Stage 1 complaints received	% of Stage 1 complaints closed in 15 days
Arts Services	1	100%
Businesses		
Cemeteries		
Community involvement (incl. volunteers)		
Crematorium	1	100%
Housing – ASB	16	75%
Housing – Other	138	70%
Housing – Repairs	133	74%
Leisure centres and sport	4	50%
Library Services (incl. Havering Museum)	8	100%
Parks and open spaces (incl. allotments)	23	91%
Planning and Building Control	33	91%
Public Protection	31	97%
Regeneration		
Registrar Services	4	100%
TOTAL	392	77.6%

- There was an increase of 26 Stage 1 complaints received compared to same period last year

Improvements Required (Complaints Stage 1)

- 12 out of 16 (75%) of ASB related Stage 1 Housing complaints were closed within 15 days in Quarter 2.
- 99 out of 133 (74%) complaints relating to Housing repairs were closed within 15 days. Whilst below target (95%) performance has improved compared with the same period last year (62%).
- 96 out of 138 (70%) of non-repairs or ASB related Stage 1 Housing complaints were closed within 15 days in Quarter 2.
- A new process has been put into place to deal with Housing complaints to bring about improvements to each of the service areas in Housing Services. Since 5 November 2018, Complaints Officers have been allocated to each of the service areas and are being managed directed by the Service Managers for
- Property and Land, Tenancy Sustainment and Housing Demand. One officer remains in the Neighbourhoods Complaints Team and is responsible for the allocation of complaints, Members and MP Enquiries and FOIs.
- The service Complaints Officer is responsible for:
 - Acknowledging the complaint
 - Collating the information, preparing the draft and getting it approved by the Service Manager to meet the deadlines
 - Closing the complaint on the system
 - Ensuring that any complaints that are received outside of the normal process from residents, members or MPs are properly logged and follow the complaints process as above
 - Ensuring that any actions or promises made in the complaint response are followed through and delivered
 - Producing weekly reports on the performance of the service area and ensuring that these are collated into a monthly report for the department
- The most pressing issue is for each service area to reduce the current backlog of complaints before ensuring that the performance improves overall to meet the new corporate standards for response.

Improvements Required (Complaints Stage 2)

- From April 18 to end of September 18 there were 107 Stage 2 complaints that fall within the remit of Towns and Communities OSC. Of these, 78 were closed on time, resulting in the outturn being significantly below target. There were 36 more Stage 2 complaints compared to the same period last year.
- Targets on Stage 2 cases can be missed due to the extreme complexity of the complaint. Some cases can be historic, involving information going back many years (sometimes in excess of 10 years), as well as the need to contact external agencies and view archived files.
- The Chief Executive signs off all Stage 2 complaint responses and is kept up to date with delays on investigations. Case officers are in regular contact with complainants.
- Targets can also 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 further to Stage 3 or the Ombudsman. The Complaints team is reliant on services to provide information in a timely fashion, which often prompts a need for further information or clarification until resolution is achieved. The reduced number of Stage 3 complaints supports the theory that a full, comprehensive investigation at Stage 2 brings a satisfactory resolution for the customer.

Improvements Required – Repairs (1)

- 87.17% (15,714 out of 18,027) of repairs were completed within the target timescale in Quarter 2 against a target of 96%. The main repairs contractors' performance was 88.53%
- As previously reported the responsive repairs contractor (Breyer) provided an improvement plan and gave assurances to the Council that the actions being taken would result in improved performance by the end of the last quarter of 2017/18. Regretfully this was not achieved and performance against this KPI still remains below target.
- The main corrective actions taken by Breyer involved recruiting additional resources to assist in managing the number of "out of target orders", scrutinising employee productivity and reviewing supply chain management to ensure timely completions. Recruitment and retention of additional directly employed staff has proved a challenging task for Breyer. However they are now also looking at alternative solutions to help resolve this.
- All contractors' performance is managed and monitored through regular monthly contract review meetings and at quarterly partnership board meetings with senior managers. We are reviewing our own contract management approach, against other repairs services, to see whether we need to apply more rigour. In addition we hold a regular separate improvement plan meeting, where the improvement plan is scrutinised and performance against KPIs reviewed.
- In view of the lack of improvement in performance against the KPI, it was decided to develop a new improvement plan which has now been agreed and we will monitor performance against the new plan. Breyer have advised that their new plan should result in improved performance and that the 95% target will be achieved by March 2019. Performance against this challenging target will be monitored rigorously.
- The interim Director of Housing has also set up monthly strategic review meetings with the Managing Director of Breyer to ensure performance is highlighted as a key priority and to gain assurance that improvements will be delivered.

Improvements Required – Repairs (2)

- The Housing Gas contractors', K&T (domestic) and BSW (communal) performance was 95.82% against a target of 96% for gas repairs. BSW's performance is better but there are no issues regarding access to communal plant rooms and the volume of repairs is lower.
- Performance of our new Gas contractor, K&T heating, has also not achieved target in Quarter 2. This is also being monitored through regular contract meetings where performance against targets is discussed, reviewed and action plans agreed.
- We are reviewing the rigour of our contract management arrangements and the newly appointed Services and Compliance Manager has been charged with taking this forward.
- K&T have advised that there are ongoing system errors which they are addressing which means that the actual performance is better than that reported. The Council has advised K&T that they must meet a deadline to reconcile the information in order that we recording their performance accurately.
- We are therefore anticipating the performance to improve in the next Quarter.

Any questions?



This page is intentionally left blank

Appendix 2: List of Performance Indicators that fall within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee

Libraries

- Volunteer hrs
- Visitors
- Book issues
- Young People's membership

Health and Wellbeing

- Number of attendances at leisure centres
- Number of attendances at Fairkytes Arts Centre

Housing

Repairs Service

- Repairs right first time (Breyer Contractor only)
- Overall satisfaction with the repairs service – to be measured by outbound customer survey
- Percentage of overdue jobs per contractor against agreed tolerance level Repairs contractor(s) (Breyer)
- Percentage of overdue jobs per contractor against agreed tolerance level Gas Contractor(s) (K&T)
- Percentage of all repairs completed within target Repairs contractor(s) (Breyer) (cumulative)
- Percentage of all repairs completed within target Gas Contractor(s) (K&T) (cumulative)
- Average time to complete a routine order within target date Repairs contractor(s) (Breyer)
- Average time to complete a routine order out of target date Repairs contractor(s) (Breyer)
- Average time to complete a urgent order within target date Repairs contractor(s) (Breyer)
- Average time to complete a urgent order out of target date Repairs contractor(s) (Breyer)
- Total number of housing disrepair cases year to date processing and completed (cumulative)
- Average cost of disrepair cases orders raised

Health and Safety

- HRA Gas servicing compliance (% and Total number) (General needs & Sheltered)
- PSL Gas servicing compliance (% and Total number)
- 100% of fire risk assessments due
- 100% of asbestos re-inspections due

Decent Homes

- No. & % of stock that is decent

New Homes

- Number of new council homes against target

Income Collection

- General needs rent collection
- Leasehold major works & service charges
- Temporary accommodation rent collection
- Number and amount of current tenant arrears
- Number and amount of former tenant arrears

Universal Credit

- Total number of current Tenants in receipt of UC
- Total Number of UC tenants in arrears and the amount owing
- Total units available for HRA stock (general & Sheltered)
- Total units available for Temporary (PSL, HMO & AST) stock

- Total units available for Hostel stock
- **Property visits**
- Tenancy visits over a 2 year period
- Number of properties recovered from illegal occupants
- **Carelines**
- Total Number of Careline and Telecare users in Borough
- **Housing register and lettings**
- Total number of households on the housing register
- Number of social housing lettings
- % of lets made through direct allocation
- **Complaints and Members**
- Number of complaints
- % of complaints answered within target time
- Number of MEs
- % of MEs answered within target time
- % of complaints escalating from Stage 1 to Stage 2 (PROCESS)
- % of complaints escalating to Housing Ombudsman (PROCESS)
- **Empty Property Management**
- Average days relet time of minor voids
- Average days relet time of major voids
- Average number of empty properties
- Relets accepted at first viewing
- Satisfaction with property quality
- Number of major voids
- Of which: Active
- Of which: Non active refurbishment
- Of which: Non active disposal
- Of which: Non active demolition
- Of which: Non active non housing use
- Average void cost – minor, major and non-active

Planning

- Percentage of major planning applications processed within 13 weeks or extended period as agreed with applicant
- Percentage of minor planning applications processed within 8 weeks or extended period as agreed with applicant
- Percentage of other planning applications processed within 8 weeks or extended period as agreed with applicant

Regeneration

-

TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE 5 December 2018

Subject Heading:	Planning - Processes and Service Challenges
SLT Lead:	Steve Moore, Director of Neighbourhoods
Report Author and contact details:	Helen Oakerbee, Assistant Director of Planning, 01708 432800 helen.oakerbee@havering.gov.uk
Policy context:	The policy context is associated with the Council's statutory duties in connection with planning
Financial summary:	There are no significant financial implications associated with this report which is for information only

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

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

The purpose of this report is to provide the Committee with an overview of the processes followed by the Planning Service and the challenges faced by the team in the undertaking of their work, with a specific focus upon Development Management and planning application handling.

This report was requested by the Adjudication and Review Committee as a recommendation associated with findings reached in connection with a Stage 3 Member Review Panel under the Council's Corporate Complaints Procedure.

RECOMMENDATIONS

The committee is asked to note the report.

REPORT DETAIL

Background

1. The complaint considered by the Adjudication and Review Committee under Stage 3 of the Complaints Procedure focussed on the Planning Service's handling of a specific planning application. It is the wish of Adjudication and Review that the Council's planning processes be scrutinised by the Committee to allow Members to achieve a greater understanding of the planning processes and the challenges facing the Council.

Context

2. The Planning Service has a key role in delivering the Council's place making vision for the borough. A good service has several key components that it must deliver successfully to be an effective local planning authority.
3. At present, the service comprises of several teams:
 - a. Development Management: this team handles the majority of the planning applications submitted in the borough. It also provides a range of pre-application advice to residents, small businesses, developers and their professional representatives
 - b. Major Projects: this team handles the strategic planning applications submitted in the borough. It also provides pre-application advice
 - c. Planning Enforcement: the team investigate and resolve alleged breaches of planning control
 - d. Building Control: this team handles submissions made under the Building Regulations
 - e. Development Planning and Transportation: this team is responsible for producing key policy documents, including (but not limited to) the Local Plan, the Local Implementation Plan and the borough's Transport Strategy.
 - f. Local Land Charges: this team is responsible for issuing official searches of the Land Charges Register. The team is also responsible for Street Naming and Numbering.
4. As detailed above, the corporate complaint focussed on how a planning application was handled as opposed to any other aspect of the service which is

the wider team is responsible for delivering. It is for this reason that the remainder of this report focusses specifically on planning application processes and its challenges.

Processes

5. Planning and other related applications are generally subject of 8, 13 or 16 week statutory timeframes, depending upon the type of development being proposed. The service also handles a range of prior approval applications which have statutory timeframes of 4, 6 or 8 weeks, again depending upon the type of prior approval being sought.
6. Typically, an application process can be broken down into the following key stages:
 - a. *Receipt and validation*: each submission is checked to ensure that it contains all the necessary information and fee (where appropriate) in order to make a decision on it.
 - b. *Consultation and Publicity*: there is a statutory requirement to consult adjacent land owners/occupiers of an application for 21 days alongside with other statutory bodies, including the Environment Agency and Historic England, who also have 21 days to respond. In some instances, a site and/or press notice will also be required.
 - c. *Assessment*: the assigned case officer will make a site visit, review the planning history and evaluate the proposals against adopted planning policies. Case officers will also review all responses received to neighbour and consultee notification. Where appropriate, the case officer will negotiate revisions to the proposals. Once the assessment of the proposal is complete, the case officer will prepare a report and make a recommendation on whether the application should be approved with conditions or refused.
 - d. *Decision*: a decision on an application is taken either i) under powers delegated to the Assistant Director and her officers or ii) via the Planning or Strategic Planning Committees, in the event that the development type does not fall within the scope of delegated powers or it has been called in to committee by a Ward Councillor. In all cases, reports are authorised by a separate senior officer. If it is a delegated decision, a decision notice is issued thereafter. If it is a committee decision, the decision notice will be issued following the committee.
7. Performance against statutory timeframes is monitored both locally and nationally via a range of performance indicators. The Government measures performance against quality and speed indicators. Failure to meet the targets set could result in the Council being designated as poorly performing with applicants for planning permission being able to choose not to use the Council for determining the application. Details of the local and national performance indicators in force are set out within Appendix 1.

8. The consequences of not reaching a decision within the statutory timeframe depends upon the type of submission made. In the event that a decision is not reached on a planning application, then it is open for an applicant to appeal against non-determination via the Planning Inspectorate. In the absence of a non-determination appeal, it remains open to the Council to reach a decision on the application.
9. If a planning application goes beyond the statutory deadline, it is good customer practice amongst all Local Planning Authorities to keep an applicant or their agent updated on what is happening with their submission, why and when a decision will be reached.
10. In the event that it becomes evident that a decision cannot be made on application during the statutory timeframe, the case officer may request what is called an 'Extension of Time' agreement. This agreement establishes a revised deadline for determining the application, which can be particularly helpful if the application is complex and/or difficult developer negotiations are underway in respect of application revisions.
11. Details of the number of decisions made over the last three financial years, including the year to date, and wider performance indicator data, are set out in Appendix 1.

Service Challenges

12. There are two key issues which are impacting upon the Service's ability to strongly perform within Development Management: staffing fluidity/capacity and application processes.
13. Over the last nineteen months (from April 2017), nineteen members of the team have moved on to new opportunities. This overall total includes a blend of permanent members of staff and agency workers and includes roles both within the Development Management and Major Projects teams (both teams deal with planning applications). Putting this into context, the current establishment (excluding Managers) across both teams comprises sixteen positions. Whilst some of the nineteen individuals identified have occupied the same role within the staffing structure, the figure helps to illustrate the level of turnover. This fluidity has resulted in a skills and local knowledge deficit within the team, particularly at Senior and Principal level and it has impacted upon the team's capacity to deal with some applications promptly and effectively.
14. Alongside this fluidity is an application administration process (stages a and b as described in paragraph 7) which is fragmented and often hinders the prompt handling of an application up to the point where the case officer begins the assessment process (stage c as described in paragraph 7). On average, 3 to 4 out of 5 applications take more than five working days to be 'up and running'. In the context of a typical determination period of 8 weeks, this delay often encroaches into the remaining time available to assess an application and make a decision.

15. In combination, these two issues have impacted and are continuing to impact upon performance (as evidenced in Appendix 1) and customer focus, which is leading in some cases to customer dissatisfaction being expressed at service level and formal corporate complaints being lodged, as is the case in the specific example which triggered the Adjudication and Review Committee.
16. As a counterbalance to the issues described however, it is important to note that there are instances where applicants or their agents fail to respond in a timely way to requests for information or do not positively respond to suggested scheme revisions highlighted during the application process. This in turn affects the time it takes to reach a decision on an application. Additionally, complaints and Councillor escalations can be used by applicants to place pressure on the service to arrive at favourable recommendations on proposals.

Solutions

17. To deliver the Council's place making vision, it is essential that the service offered by those determining planning applications is of a high level, pro-active and has a delivery/customer led mind set. In order to tackle the challenges described, three separate pieces of work have been commissioned.
18. The first stream of work relates to the review of the service undertaken by the Planning Advisory Service (PAS) in March and May this year. The aim of the review was to explore any areas of weakness in service provision; identify and implement smarter ways of working to improve efficiency and identify implement the potential for customer service and efficiency improvements. The review built on the earlier review also undertaken by PAS of the former Regulatory Services Committee in October 2017. The review made various recommendations covering multiple themes. Good progress has been made since both PAS reviews to address the recommendations including the appointment to the Assistant Director post, the introduction of a wide range of Governance changes and the launching of a service wide restructure (see below). Work continues around the service response to the recommendations made.
19. The Planning restructure was launched for consultation in July 2018, with a second round of consultation on proposed amendments to it launched in October 2018. The proposals reorganise the team to create three new teams: Development Management, Strategic Planning and Spatial Planning. Each service manager will report to the Assistant Director of Planning. Collectively, in comparison to the existing structure of sixteen planners (excluding the Managers), the proposed structure will have a capacity of twenty-three planners, giving an increase of seven posts, it is intended that the funding for these posts will be provided through the subsequent income generated through the increased work. This significant growth in capacity will help to unlock the potential within team. It is intended that recruitment to all posts will be completed by the end of this financial year.

20. The third stream of work involves the transfer of part of the planning application process to an external service provider (stages a and b as described in paragraph 7). Any significant delay in the initial part of the application process can have marked implications for the remaining time available to assess an application and make a decision. Considering these implications in the round, it is considered that this element of the determination process is key to unlocking improvements with planning application handling more generally. Indeed, previous attempts to rework this part of the process in house have been unsuccessful in yielding sustainable improvements in turnaround time. The project to deliver this transfer is underway.

Conclusions

21. In combination, it is anticipated that the three streams of work outlined will collectively improve the quality of service the Development Management team can offer. In turn, this will improve customer focus and result in a service which is of a high quality, valued by those who engage with it.

22. The committee is asked to note this report in the context of the recommendation made by the Adjudication and Review Committee.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications as a result of this report which is for information only

Legal implications and risks:

There are no legal implications as a result of noting this report. Legal are supportive of the recommendations made by officers as an increase in efficiency should in turn assist to reduce planning appeals.

Human Resources implications and risks:

There are no HR implications as result of this report.

Equalities and Social Inclusion implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An Equalities Assessment (EQ) is not required for this report which is for information only.

This page is intentionally left blank

Application decision numbers*

Application Type	2016-17	2017-18	2018-19 to date**
Major	33	25	22
Minor	424	413	248
Other	1496	1403	867
Prior Approval	339	405	262

* Figures taken from quarterly MHCLG returns

** As at 31st October.

Local Performance Indicators

Indicator	Target	2016-17 outturn	2017-18 outturn	2018-19 to date*
Percentage of major applications processed within 13 weeks or extended period as agreed with applicant	65%	85%	80%	86%
Percentage of minor applications processed within 8 weeks or extended period as agreed with applicant	65%	86%	83%	78%
Percentage of other applications processed within 8 weeks or extended period as agreed with applicant	80%	95%	94%	84%
Percentage of non-major applications processed within 8 weeks or extended period agreed with applicant	70%	83%	92%	83%

* As at 31st October

Please turn overleaf for National Performance Indicators

National Performance Indicators

The Government judges performance against quality and speed measures. Each measure has a separate threshold, over which performance is considered to be unsatisfactory.

Different designation periods apply to each measure.

Application Type	Threshold	Designation Round*		
		Quality Measure		
		Decisions taken between 1 April 2015 to 31 March 2017 (with all appeals determined by 31 December 2017)	Decisions taken between 1 April 2016 to 31 March 2018 (with all appeals determined by 31 December 2018)	Decisions taken between 1 April 2017 to 31 March 2019** (with all appeals determined by 31 December 2019)
Major	10%	9.2%	5.7%	2.6%
County Matters	10%	9.5%	0%	0%
Non-Majors	10%	2%	2%	2%
		Speed Measure		
		Decisions taken between 1 October 2015 to 30 September 2017	Decisions taken between 1 October 2016 to 30 September 2018	Decisions taken between 1 October 2017 to 30 September 2019**
Major	60%	83%	85%	89%
County Matters	60%	TBC	TBC	TBC
Non-Majors	70%	93%	89%	86%

* With the exception of the 1 April 2015 to 31 March 2017 designation round and the 1 October 2015 and 30 September 2017 designation round, there has been no formal confirmation from MHCLG regarding subsequent designation rounds

** As at 31st October

TOWNS & COMMUNITIE OVERVIEW & SCRUTINY SUB-COMMITTEE

5 December 2018

Subject Heading:	The Future of Chafford Sports Complex
SLT Lead:	Jane West
Report Author and contact details:	Guy Selfe, 01708 433866, guy.selfe@havering.gov.uk
Policy context:	The Council's Culture Strategy
Financial summary:	There are no financial implications arising from this report which is asking for comments only. The financial implications arising from the recommendations made following the consultation exercise will be considered as part of the future decision making process for the Chafford Sports Complex.

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

Cabinet agreed at their meeting on 25 July 2018 to carry out a review of Chafford Sports Complex. The attached presentation will be given to this Committee.

RECOMMENDATIONS

That the Towns and Communities Overview and Scrutiny Committee notes the presentation and provides comments to be considered as part of the Report which goes to Cabinet for final decision making.

REPORT DETAIL

The detail of the report is contained within the attached presentation.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising from this report which is asking for comment on the options for the future of Chafford Sports complex..

The financial implications arising from the recommendations made following the consultation exercise will be considered as part of the future decision making process for the Chafford Sports Complex.

Legal implications and risks:

There are no apparent implications in noting the presentation and making comments for consideration by Cabinet. .

Human Resources implications and risks:

There are no human resource implications or risks associated with the recommendations in this Report

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

The council has some data about the use of Chafford Sports Complex by various groups and will present a final Equality Impact Analysis with any future report submitted for a decision to be made. The consultation exercise will provide the Council with additional information about who uses the facilities, their access to other sports and leisure facilities, any potential impact on groups of the options and possible routes of mitigation.

This page is intentionally left blank



Havering

LONDON BOROUGH

**Chafford Sports Complex
Consultation
Towns & Communities
Overview & Scrutiny
Sub-Committee
5 December 2018**

Guy Selfe

Health and Wellbeing Manager

Background

- Built in 1971, located at Harris Academy Rainham
- Dual use – open to community outside school hours
- Sports Complex and land owned by Harris Academy
- Does not meet with current expectations for quality of leisure facilities
- Significant capital investment required
- Sports Complex also requires a significant ongoing revenue subsidy – Leisure Management Contract

Council Funding Position

- Government funding to Havering reduced by over £29m since 2014/15
- Council facing £37.8m funding gap over next four years
- Current funding for Chafford Sports Complex to December 2018 from 'one off' reserves
- Reviewing options for Chafford Sports Complex to avoid the funding gap getting bigger

Sports Centre Attendance

2017/18

	Dry Side (gym/sports hall)	Swimming	Total
Chafford Sports Complex	8,501	31,820	40,321
Central Park Leisure Centre	134,726	258,160	392,886
Hornchurch Sports Centre	155,157	200,928	356,085
Sapphire Ice and Leisure (Feb to Aug 2018)	Gym only: 75,627	113,784	189,411

- If Council cease funding, likely public use and possibly club use would not continue
- Council's decision making process considering impact of closure upon service users
- Also availability of other leisure facilities available to residents
- If Council continues to fund – other service changes or reductions will be required, or council tax changes
- Aspirations to provide a new sports facility in south of borough – self-funding basis on stand alone site

Options

- Cease current arrangements – remove Chafford Sports Complex from leisure management contract
- Continue with current arrangement
- Land and asset transfer
- New build on school site

Alternative Provision

Alternative Provision	Distance from Chafford Sports Complex
Abbs Cross Health and Fitness Centre	3.8 miles
Hornchurch Sports Complex	4.9 miles
Sapphire Ice and Leisure	6.4 miles
Central Park Leisure Centre	9.1 miles
Belhus Leisure Centre (Thurrock)	3.4 miles
Becontree Heath Leisure Centre	5.1 miles



We need your views

Have your say on the Chafford Sports Complex at
[Havering.gov.uk/consultations](https://www.havering.gov.uk/consultations)



Consultation

- 16th October to 10th December – 8 weeks
- On line survey -
<https://www.havering.gov.uk/consultations>
- Hard copy surveys
- Specific consultation with HAR, SLM and block booking clubs/organisations
- Press releases, social media, adverts, Time FM advising that the consultation is open

Next Steps

- Analysis of consultation responses
- Report to Cabinet for decision on future of Chafford Sports Complex
- Implementation of decision

Thank You and Questions?