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**Haverling**  
LONDON BOROUGH

# CABINET

<b>7.30 pm</b>	<b>Wednesday 19 March 2014</b>	<b>Council Chamber - Town Hall</b>
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Members 9: Quorum 5

Councillor Steven Kelly (Leader of the Council), Chairman

**Cabinet Member responsibility:**

Councillor Michael Armstrong

Deputy Leader of the Council and Cabinet Member for Transformation

Councillor Andrew Curtin

Cabinet Member for Towns and Communities

Councillor Robert Benham

Community Empowerment

Councillor Roger Ramsey

Value

Councillor Paul Rochford

Children & Learning

Councillor Geoffrey Starns

Community Safety

Councillor Barry Tebbutt

Client Services

Councillor Lesley Kelly

Housing

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

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

## **AGENDA**

### **1 ANNOUNCEMENTS**

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

### **2 APOLOGIES FOR ABSENCE**

(if any) - receive

### **3 DISCLOSURES OF PECUNIARY INTEREST**

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

### **4 MINUTES (Pages 1 - 12)**

To approve as a correct record the minutes of the meeting held on 12 February 2014, and to authorise the Chairman to sign them.

### **5 TO ENTER THE LONDON HIGHWAYS ALLIANCE CONTRACT AND TO APPROVE THE CONTRACT EXTENSION OF THE HIGHWAYS & STREET LIGHTING TERM CONTRACTS (Pages 13 - 22)**

### **6 PROPOSED CROSSRAIL COMPLIMENTARY MEASURES GRANT FUNDING APPLICATION (Pages 23 - 30)**

### **7 AWARDING RETAIL RATE RELIEF FOR THE 2014/2015 AND 2015/2016 FINANCIAL YEARS (Pages 31 - 46)**

### **8 CORPORATE PERFORMANCE REPORT, QUARTER 3 - 2013/14 (Pages 47 - 68)**



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 12 February 2014**  
**(7.30 - 9.10 pm)**

**Present:**

Councillor Steven Kelly (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
Councillor Michael Armstrong	Deputy Leader of the Council and Cabinet Member for Transformation
Councillor Andrew Curtin	Cabinet Member for Towns and Communities
Councillor Roger Ramsey	Value
Councillor Paul Rochford	Children & Learning
Councillor Geoffrey Starns	Community Safety
Councillor Barry Tebbutt	Client Services
Councillor Lesley Kelly	Housing

Apologies were received for the absence of Councillor Robert Benham.

Councillors Clarence Barrett, Keith Darvill, Paul McGeary, Pat Murray, Michael Deon Burton, Lyndon Thorpe and Robby Misir also attended.

Three members of the public were present.

The decisions were agreed with no vote against.

**111 MINUTES**

The minutes of the meeting held on 22 January 2014 were agreed as a correct record and were signed by the Chairman.

**112 THE COUNCIL'S FINANCIAL STRATEGY - SETTING OF FEES & CHARGES FOR 2014/15**

*Councillor Roger Ramsey, Cabinet Member for Value, introduced the report*

The report outlined the context within which the 2014/15 budget was being set and identified the Council's overall policy direction, statutory duties and financial strategy.

The Council's budget needed to reflect the level of funding allocated to it by the Government. Since the General Election, the Government had made a series of announcements, with the most recent being the Autumn Budget Statement, which preceded the announcement of the provisional Local Government Settlement. Last year saw the introduction of fundamental and complex changes to the funding regime for local authorities, probably the biggest in 20 years. Whilst this reflected the localisation of responsibilities, it had also brought increased financial risk, and this had to be reflected as part of a robust budget setting process.

In anticipation of the changes that these various announcements had brought about, and in response to the Emergency Budget announced in 2010, Cabinet previously agreed a range of savings proposals in July 2010, and again in July 2011, designed to deliver savings approaching £36m. These proposals were now largely implemented, with the final year of this programme being 2014/15.

The provisional Local Government Financial Settlement had been announced on 18<sup>th</sup> December. Details were included in the previous report to Cabinet. Consultation ended on 15<sup>th</sup> January and the final settlement had been expected two weeks later.

In the light of the on-going financial climate, and with the prospects for "more of the same" for the foreseeable future, information on a small number of budget pressures proposals had been released for formal consultation in January and as part of the process, was also submitted to the joint Overview and Scrutiny Committee. The results of this consultation were set out in the report. The report set out the factors being recommended for inclusion within the 2014/15 budget.

**The Cabinet Member stated that the current position was that there would be no increase to the Havering element of the Council Tax which would enable the Council to take advantage of the latest Council Tax freeze grant on offer.**

Final confirmation of the Greater London Authority (GLA) precept was expected at the meeting of the London Assembly on 14<sup>th</sup> February, which was after the date of the Cabinet meeting. The Mayor of London had proposed a small reduction in the current precept, as previously advised to Cabinet, and this had been the subject of a similar consultation process. Those changes to the GLA position were reported at the Cabinet meeting and an update would be provided for the forthcoming Council meeting.

**On the assumption that the proposal was approved by the London Assembly, there would be a small overall reduction in Council Tax. The band D figure would then reduce to £1,494.18.**

## **Reasons for the Decision**

The Council is required to set a budget for 2014/15 and, as part of that process, undertake relevant consultation in respect of the proposals included within the budget.

## **Alternative Options Considered**

There are no alternative options in so far as setting a budget is concerned. However, there are options in respect of the various elements of the budget. These are considered in preparing the budget and cover such things as alternative savings proposals, the totality of budgetary pressures and different levels of Council Tax.

The Cabinet Member emphasised the challenging financial circumstances that the Council found itself in, particularly as further savings were required in the next financial year and beyond.

## **Cabinet decided that in view of the need to balance the Council's policies, statutory requirements, government initiatives, inspection regimes and Council Tax levels, to:**

1. Consider the advice of the Chief Finance Officer as set out in Appendix H when recommending the Council budget.
2. Consider the comments received during the consultation exercise, which were set out in the report from the Joint Overview and Scrutiny Committee, which was attached as Appendix J to the report, when recommending the total Council budget.
3. Approve the following budgets for 2014/15:
  - the Council's draft General Fund budget as set out in Appendix E, formulated on the basis of:
    - an ELWA levy based on the anticipated budget and levy increase
    - the budget items shown at Appendix F, and
    - the other assumptions set out in the report
  - the delegated schools' draft budget, and the capital programme as set out in Annexes 2, 3 and 4 of Appendix I of the report,and delegate to the Chief Executive and Group Directors to implement the 2014/15 capital and revenue proposals once approved by Council unless further reports or Cabinet Member authorities were required as detailed.
4. Delegate to the Chief Executive and Group Directors to make any necessary changes to service and the associated budgets relating to any subsequent specific grant funding announcements, where delays might otherwise adversely

impact on service delivery and/or budgetary control, subject to consultation as appropriate.

5. Agree to make a one-off cash investment in the Pension Fund, as set out in Section 3.17 of the report, and delegate to the Leader and the Cabinet Member for Value, in consultation with the Group Director Resources, the final amount, which would be subject to the year-end position.
6. Approve the schedule of Fees and Charges set out in Appendix L, with any recommended changes in year being implemented under Cabinet Member delegation.
7. Agree that if there were any changes to the GLA precept and/or levies, that the Group Director Resources (in the absence of the Chief Executive) be authorised to amend the recommended resolutions accordingly and report these to Council on 26<sup>th</sup> February 2014.
8. To Delegate authority to the Cabinet Member for Individuals to approve the draft submission of the Better Care Fund application to NHS England by 14<sup>th</sup> February 2014, and the final submission on 4<sup>th</sup> April 2014.
9. To authorise the Chief Executive to make minor amendments to the Corporate Plan, as set out in the "Plan on a Page" agreed by Cabinet in January 2014.

**In addition, Cabinet:**

10. **Recommends to Council**, subject to recommendation 3 above, the following:
  - The General Fund budget for 2014/15
  - The Council Tax for Band D properties and for other Bands of properties, all as set out in Appendix E, as revised and circulated for the Greater London Authority (GLA) Council Tax.
  - The delegated schools' budget for 2014/15, as set out in Appendix E to the report.
  - The Capital Programme for 2014/15 as set out in Annexes 2, 3 and 4 of Appendix I of the report.
11. **Recommends to Council** to pass a resolution as set out in section 8.4 of the report to enable Council Tax discounts to be given at the existing level

113 **HOUSING REVENUE ACCOUNT CAPITAL AND REVENUE BUDGET 2014 - 2015**

*Councillor Lesley Kelly, Cabinet Member for Housing, introduced the report*

The report set a budget for the Council's Housing Revenue Account (HRA) and HRA Capital Programme. From 2012 the position of the HRA had changed from previous years because of the introduction of a regime, known as "Self Financing". An update to the HRA Business Plan was provided.

The HRA remained a ring-fenced account that was used to manage the Council's own housing stock. The proposed budget would enable the Council to manage the stock to a reasonable standard and to complete the Council's Decent Homes Programme. It further set rents, service charges and other charges for Council tenants for the year 2013/14.

### **Reasons for the Decision**

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

### **Alternative Options Considered**

There were no alternative options insofar as setting a budget was concerned. There were, however, options in respect of the various elements of the budget. These were considered in preparing the budget and covered such things as the rent and service charge increase, budget growth and capital programme proposals.

### **Cabinet agreed:**

1. The Housing Revenue Account Budget as detailed in Appendix 1 to the report.
2. That the average rent for existing tenants in Council properties owned by the London Borough of Havering be increased by £5.06, from £85.74 to £90.80 (5.90%) with effect from 7 April 2014, in line with the Government's current policy to restructure rents. This would mean in effect, that rents were increased as set out in the table below:

	<b>Rent 2013/14 – 52 weeks</b>	<b>Rents 2014/15 52 weeks</b>	<b>Increase (£)</b>	<b>% increase</b>
Bedsit	£66.61	£70.55	£3.94	5.92%
1 Bed	£71.91	£76.61	£4.70	6.54%
2 Bed	£84.61	£89.60	£4.99	5.90%
3 Bed	£102.05	£107.66	£5.61	5.50%
4 Bed	£115.65	£121.77	£6.12	5.29%
5 Bed	£127.66	£134.13	£6.47	5.07%
<b>Average Rent</b>	<b>£85.74</b>	<b>£90.80</b>	<b>£5.06</b>	<b>£5.90%</b>

3. That rents for new lettings from 7<sup>th</sup> April 2014 would be set at formula rents.

4. That the rent-free weeks for 2014/15 be w/c 25 August 2014 the two weeks commencing 22 December 2014, and the week commencing 30 March 2015.
5. That tenants' service charges and heating and hot water charges for 2013/14 should be increased or decreased as follows:

<b>Service Charges reviewed and recommended</b>	<b>2013/14 Weekly Charge – 52 weeks</b>	<b>2014/15 Weekly Charge – 52 weeks</b>	<b>Increase (decrease)</b>	<b>% increase (decrease)</b>
Caretaking	£3.33	£3.18	(0.15)	(4.50)
Internal Block Cleaning	£1.02	£1.21	0.19	18.63
Bulk Refuse Collection	£0.45	£0.46	0.01	2.22
CCTV - Mobile Service	£0.55	£0.42	(0.13)	(23.64)
CCTV - Static Service	£1.38	£1.38	0.00	0.00
Neighbourhood Wardens	£0.83	£0.78	(0.05)	(6.02)
Door Entry	£1.36	£1.36	0.00	0.00
Ground Maintenance	£2.39	£2.61	0.22	9.21
Sheltered Cleaning	£2.93	£3.27	0.34	11.6
TV access	£1.32	£1.38	0.06	4.55
Heating	£9.52	£8.97	(0.55)	(5.78)
Hot Water	£6.02	£6.37	0.35	5.81

6. That the service charge for homeless households accommodated in the Council's hostels should be increased by 3.7% to £24.85 a week.
7. That charges for high and medium demand garages were increased by 3.7% and that rents for low demand garages should be frozen.
8. That support charges for mobile support for older people were increased by 3.7% as follows:

<b>Service</b>	<b>Weekly support charge in 2013/14 – 52 weeks</b>	<b>Weekly support charge in 2014/15 – 52 weeks</b>
Support – low level	£5.28	5.48
Support – medium level	£10.56	10.95
Support – high level	£13.21	13.70



9. That the Careline support charge be increased by 3.7% as follows:

Service	Weekly support charge in 2013/14 – 52 weeks	Weekly support charge in 2014/15 – 52 weeks
Careline – sheltered tenants	£4.23	4.39
Careline – community users	£4.51	4.68

10. That Telecare support charges be increased by 3.7% as set out below:

Service	Weekly support charge in 2013/14 – 52 weeks	Weekly support charge in 2014/15 – 52 weeks
Telecare – base unit plus two sensors	£6.57	6.81
Additional Telecare sensor	£1.09	1.13

11. To maintain the transitional arrangements to correct the undercharging, by £4.18 increase plus inflation a week, of tenants in the former Hornchurch mobile support pilot scheme, whereby the full charge would be gradually increased over the five year period 2012/13 to 2016/17 inclusive for the 13 tenants paying for this service; for 2014/15. This amounted to an increase to the weekly charge (52 weeks) of £0.87p.

**114 TREASURY MANAGEMENT STRATEGY STATEMENT, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION STATEMENT FOR 2014/15**

*Councillor Roger Ramsey, Cabinet Member for Value, introduced the report*

In February 2011 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code).

The Council was required to receive and approve, as a minimum, three main reports each year, which incorporated a variety of policies, estimates and actuals. These reports were required to be adequately scrutinised by committee before being recommended to the Council. This role was undertaken by the Audit Committee.

**Treasury Management Strategy Statement** (This report) - The first, and most important report covered:

- The borrowing and investment strategies

- Treasury Management indicators
- Prudential Indicators
- A Minimum Revenue Provision Policy (how residual capital expenditure was charged to revenue over time)

**Treasury Management Reports to Audit Committee** – This would provide an update on the prudential and treasury indicators and would include information on the current treasury position.

**An Annual Treasury Report** – This provided details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

**Reasons for the decision:**

The statutory Codes set out that the Council ought to approve a Treasury Management Strategy Statement, the MRP Strategy and the Prudential Indicators for 2014/15.

**Other options considered:**

There were no good reasons to depart from the provisions of the relevant Codes.

**Cabinet Recommends that Council approve the Treasury Management Strategy Statement, the Prudential Indicators and the Annual Minimum Revenue Provision statement for 2014/15.**

115 **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**

*Councillor Geoffrey Starns, Cabinet Member for Community Safety, introduced the report*

The report sought the approval of Cabinet following the recommendation of the Licensing Committee on the 18<sup>th</sup> December to approve 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) and the Council's Sex Establishment Licensing Policy.

The Cabinet Member explained that a profile of each of the borough's wards had returned a clear message that sex establishments were not wanted in any of them and, this being the case, it would be prudent for the Council to have a clear zero requirement policy. This would mean that although there were no impediment to anybody

applying to open and licence such an establishment, they would have to show that there were exceptional reasons for approval.

**Reasons for the decision:**

The LG(MP)A 82 was the most appropriate legislation to use to control sexual entertainment venues. It allowed the Local Authority to make its own Policy and regulations. The policy had a rebuttal presumption for applications based on ward profiles. The regulations controlled the application process conditions of premises. The licence would be valid for one year and the applicant could apply to renew the licence. By re-adopting Schedule 3 to include lap dancing premises it brought all sexual entertainment under the same legislation and procedure.

**Other options considered:**

To leave lap dancing under the Licensing Act 2003 as it was at present. This option was not considered appropriate as the presumption of the Licensing Act 2003 was to grant applications and once granted licences had no renewal date.

**Cabinet noted the details of the report and approved:**

1. The adoption of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 and
2. The Sex Establishment Licensing Policy.

**116 CORPORATE PLAN ON A PAGE**

The Chairman informed those present that this item had been an administrative error as it had already been considered at the previous meeting and so should be disregarded.

**117 RAINHAM COMPASS PROGRAMME**

*Councillor Michael Armstrong, Deputy Leader of the Council and Cabinet Member for Transformation, introduced the report*

At the beginning of this term, ten Strategic Administration Projects were established to help deliver services more effectively and in new ways. The Projects were each to be driven by a Member of the Cabinet, working with a select team of officers, representing a diverse variety of disciplines within the Council.

The projects were:

**Council Effectiveness**

**Neighbourhood  
Responsibility**

**Think Family  
Open Government  
Community Action  
Harold Hill Ambitions**

**Civic Pride  
Future Financing  
Rainham Compass  
Romford Regeneration**

In the last year of this Administration, it was intended that each Project would report back to Cabinet, to note the achievements attained and the progress made.

The Rainham Compass vision, agreed by Cabinet in June 2009, outlined the Council's ambition for Rainham Village and the surrounding area. Set around the 4 key points of Village, Enterprise, Community and Riverside it detailed ambitious plans to preserve and promote Rainham's rich heritage while further strengthening the community and providing greater cultural, educational and economic opportunities for local people.

The vision brought together a number of projects and programmes developed through wide-ranging consultation and engagement with the local community and partner organisations to ensure that the community was fully engaged with and contributed to the transformative projects that reflected the aspirations of local people and transformed the quality of life in the area for the better.

Importantly it also took into account what local people had identified as desirable in their areas - such as improved environment, services and safety. The vision was summarised in the Rainham Compass document which, for the past four years had provided a framework to guide future changes. As such, the Rainham vision was an important part of Havering Council's 20 year "Living Ambition" – to improve the quality of life for all of Havering's residents and create towns and communities that were places of culture, commerce, community and beauty of which residents would be proud.

At the commencement of the Rainham Compass Programme, the Place Surveys and "Your Council, Your Say" survey indicated that the residents of Rainham had some of the lowest levels of satisfaction with Council services and initiatives in the Borough, with only 30 % satisfied with services and 28% feeling safe in their area.

The report reviewed the achievements of the Rainham Compass Programme to date in delivering on the 23 recommendations agreed by Cabinet in June 2009. Key projects which had been successfully consulted upon and delivered included:

- Rainham Village Transport Management System and public realm improvements
- Rainham Library, learning and community centre - a new community and cultural facility for local people, due to complete and open May 2014.
- Rainham Station Interchange

- Rainham Primary School – integrated children’s’ centre and education provision
- Rainham Hall Gardens restoration, creation of a community open space in the heart of Rainham Village
- Orchard Village – the demolition of unpopular tower blocks and the creation of decent homes for local people
- High quality employment space on Easter Park, a 30 acre business park owned by the GLA for over 1,000 local jobs
- A new Tesco distribution centre on Beam Reach 5 - a 90 acre employment site owned by the GLA, creating 800 local jobs
- The re-election of the London Riverside Business Improvement District to support business growth in the strategic employment area and
- Wildspace – a new community park, reconnecting the Rainham community back to the river and the marshes and connecting people to green space

The first four years of the Programme had been highly successful in delivering and initiating a complex series of physical change projects which had improved the built and natural environment. In taking the programme forward, the objective was to build on the successful delivery of key physical projects and the significant development of large brownfield sites and capitalise on this investment. This would ensure that the economic growth fostered, with an even stronger focus on economic and housing opportunities for local people could be sustained - particularly through the development of the GLA owned brownfield employment and housing sites.

In particular, there would be a renewed focus on the creation of a new garden suburb at Beam Park, - a GLA owned 70 acre site spanning across Havering and Barking and Dagenham - to create a residential-led mixed-use development providing family homes for local people in line with the Council’s existing planning policies.

Overall the Compass Programme had delivered a steady rise in local residents satisfied with their local area, with 67% satisfied in 2013 compared to just 57% in 2011. Further environmental improvements had seen a 22% rise in Rainham residents agreeing that the local parks and open spaces were clean and tidy - from 55% in 2012 to 77% in 2013. Projects that were reshaping the public realm and creating new civic spaces had contributed to a 27% rise in people feeling very safe in Rainham, from 28% in 2009 to 55% in 2013.

**Reasons for the decision:**

Rainham Compass, in its first four years of delivery had successfully delivered major investment in its physical environment and infrastructure. Most of these schemes had been completed, whilst other elements were at advanced contractual and development stages.

It was envisaged that the next phase of the Rainham Compass programme would focus on securing family housing and employment development opportunities along the A1306 and Beam Park and on Beam Reach 5 & 6 improving the housing and employment prospects of local people. Work would also continue with TfL to improve the transport within - and through - the London Riverside and its communities and with a range of partners to ensure that the right level of community facilities were delivered to support the local community

**Other options considered:**

The Council, as part of its on-going management of the Programme, constantly sought to improve delivery with various options considered throughout the Programme. These included various options considered as part of the initial scoping of the Programme prior to the original June 2009 Cabinet Report.

**Cabinet:**

1. **Noted** the progress made to date on the Rainham Compass Programme.
2. **Authorised** the Head of Economic Development and other officers and portfolio holders to work with the GLA and London Borough of Barking and Dagenham to develop proposals for a residential led mixed-use development on Beam Park providing homes for local people in line with the Council's existing planning policies.

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**Chairman**

## CABINET

19 March 2014

**Subject Heading:**

To enter the London Highways Alliance Contract and to approve the contract extension of the Highways & Street Lighting Term Contracts

**Cabinet Member:**

Councillor Barry Tebbutt

**CMT Lead:**

Cynthia Griffin

**Report Author and contact details:**

Bob Wenman 01708 432898

bob.wenman@havering.gov.uk

**Policy context:**

Maintaining a safe highways network is a key administration priority

**Financial summary:**

It is anticipated that savings will be made year on year against StreetCare capital and revenue budgets

**Is this a Key Decision?**

Yes

(a) Expenditure or saving (including anticipated income) of £500,000 or more

(c) Significant effect on two or more Wards

**When should this matter be reviewed?**

June 2016

**Reviewing OSC:**

Environment O & S

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

Ensuring a clean, safe and green borough	[x]
Championing education and learning for all	[ ]
Providing economic, social and cultural activity	
in thriving towns and villages	[ ]
Valuing and enhancing the lives of our residents	[ ]
Delivering high customer satisfaction and a stable council tax	[x]

**SUMMARY**

This report describes the future options available to the Council for the procurement of a number of highway, street lighting and environmental related maintenance works.

The report also seeks approval to extend the existing highways & street lighting term maintenance contract for 2.5 years pending further service integration with the LoHAC framework.

**RECOMMENDATIONS**

That Cabinet:

1. Agrees to extensions to the Council's existing term maintenance contracts for Highways and Street Lighting maintenance for 2.5 years in accordance with the current contract conditions.
2. Agrees to enter the procurement framework contract and use the framework as and when required for highways maintenance, street lighting and environmental works through the London Highways Alliance Contract (LoHAC) established by Transport for London and approve the appointment of Ringway Jacob's as the North East London Area LoHAC partner.
3. Agrees to review the LoHAC framework rates after 1 year to determine if the rates are favourable and to explore the greater opportunities available prior to commencing any tender exercise for the existing highways and street lighting contracts.
4. Delegates authority to the lead Member for StreetCare to take advantage of the range of individual service contracts available within the LoHAC procurement framework as and when required.



**REPORT DETAIL**

Background

1. In November 2011, following a full EU tendering exercise the Council entered into 2.5 year contracts for highway and street lighting works with two suppliers, Marlborough Surfacing and Volker Highways in partnership with Barking and Dagenham, these contracts have the option to extend for up to a further 2.5 year's, it was officers intention to run these contracts until the formal TFL LoHAC framework contract was set up in full.
2. The highway works under the above contracts comprise the larger planned maintenance and improvements schemes and street lighting works, whilst reactive maintenance and smaller schemes remained within our own Direct Service Operation (DSO). This latter arrangement is set to continue.
3. The full year spends related to the Highway Planned Maintenance contract and the Street Lighting contract currently in force, are set out in Table 1 below.

<b>Annual Spend</b>	'000				Forecast	Totals
	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	
Marlborough Surfacing	N/A	N/A	£611k	£4.4m	£5.7m	£10.7m
Volker Highways	N/A	N/A	£833k	£2.3m	£1.7m	£4.8m
<b>Total Spend</b>						

4. During the last 2 years both contractors in the planned highways maintenance and street lighting areas have continued to deliver a good standard of works, building upon existing relationships and linking IT systems to good effect, performance as been maintained at good levels throughout this period reducing the need to re tender these works and containing unnecessary cost in re tendering.
5. Following Negotiations with the current service providers officers have agreed zero percentage inflationary increases for the extension period of 2.5 years, this will ensure budget stability in an area of works that are constantly under severe pressure, officers are keen to ensure that the improvements made to our roads and footway network over recent years are maintained.

6. The TFL framework contract (once agreed to enter) allows Havering the opportunity to access a range of services at London wide rates which could be measured against our existing contracted rates allowing for a flexible but low risk approach to potential low cost services across a range of service areas without the impact of undertaking the full procurement process.

**TFL LoHAC Contract Framework**

7. In 2010 Transport for London (TfL) and the London Boroughs began the procurement process for pan London Highways contracts, known as LoHAC with the aims of reducing costs through the use of:
  - common specifications;
  - economies of scale across four contract areas in London;
  - contractual obligations for year on year savings;
  - London Living Wage agreements, and
  - Open book accounting by 2015.
8. The procurement process was managed by TfL with the close co-operation of the London Boroughs.
9. Havering is one of the clients for the North East Area and officers were directly involved in the production of the contract documents. The Council is represented on the Contract Development & Management Board and we have incurred no direct procurement costs.
10. TFL invited tenders for a range of works across London in early 2012 and jointly evaluated return of documents in August and September 2012. This framework contracts runs for a period of 8 years from April 2013 to March 2022, depending on the performance and quality of the contractor. The successful supplier for the North East area that includes the London Borough of Havering came from Ringway Jacob's.
11. Key features of the contract include:
  - recruiting apprentices (a minimum of 120 across London);
  - fitting vehicles with cyclist protection devices, and
  - all vehicles to meet the Euro 6 standards for low emissions
  - easy to access once signed up
  - No obligation to use the TFL Framework rates supplied
  - Continuous benchmarking of cost

12. The justification for the duration of the framework exceeding four years was set out in the OJEU (Official Journal of the European Union) notice as follows: “The intention of the framework agreements is to stimulate competition and provide an opportunity for economic operators to offer exceptional value for money and efficient delivery of the required works.
13. It is acknowledged that there are potentially significant start-up costs, investment in capital equipment, plant and systems. Having consulted with the trade association and a number of economic operators it was determined that the optimum period to achieve best value was to set up a framework for eight years.
14. The eight year duration will allow contracting authorities whose current contracts expire in the next few years to call-off from the frameworks (increasing the opportunity for economic operators), for expensive plant to be properly depreciated and for better value to be achieved when negotiating leases for required depots.”
15. The form of contract is the NEC3 (formerly New Engineering Contract) Term Service Contract. Havering is not obliged to order any works under this contract and may issue orders for highway works as it judges appropriate.
16. The range of services included within this framework cover the following service areas;
  - Safety Inspections
  - Service Inspections
  - Highway Structures
  - Design Services
  - Highway Maintenance
  - Traffic Signs
  - Road Markings
  - Street Lighting
  - Fencing
  - Drainage
  - Street Cleaning
  - Bridge & Other Structures
  - Tunnels
  - Street Furniture
  - Winter Maintenance
  - Civil Engineering Support Works
  - Weed Control Services
  - Grounds Maintenance
  - Arboriculture Services

## **REASONS AND OPTIONS**

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

17. The London Highways Alliance Contract (LoHAC) will offer savings on some areas of work (up to 5%, although this will be benchmarked against our current term contract rates) and further year-on-year savings. The procurement costs of going through the traditional tendering exercise will also be saved. By negotiating extensions to our existing contracts staff will be able to choose the most economically advantageous option on a scheme by scheme basis. In addition this approach will assist in business continuity planning.

### **Other options considered:**

18. To procure these services in the traditional method either solely or seek other partnership opportunities.

## **IMPLICATIONS AND RISKS**

The council has a statutory duty to maintain the public highway in a condition fit for use. Failure to carry out this duty will result in third party claims for negligence and adversely affect the public perception of the council.

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

This report concerns the procurement of highways, street lighting and environmental maintenance works. These are services and works that will impact on the StreetCare revenue and capital budgets. It recommends:-

- Extending the existing term contracts for Highways and Street-lighting maintenance for 2.5 years. No indexing will be payable. It is felt that in the context of the current market, this is a good deal. Currently RPI is running at over 2%.
- To enter the LoHAC framework contract. To evaluate the potential impact of the contract on the Council, typical schemes were selected and a cost comparison was carried out based upon current rates. These are set out in Appendix 1; this shows an 11% saving, though the precise saving will depend on the basket of works ordered in future.

As reported in para 17, both the above procurement routes can be used, to promote value for money; additionally there is the option to tender specific works of a value

over £250k. The contracts do not commit any specific level of Council resources, with the level of spend determined by the capital and revenue budgets available.

An indicative estimate of the annual value of services/works affected is as follows:-

- £1m TfL capital
- £1.5m LBH capital
- £500k street-lighting revenue
- Some proportion on the £1.6m highways revenue budget.

**Legal implications and risks:**

The Council has the power to carry out highways maintenance works under the Highways Act 1980, section 36 and may enter into contract for this purpose under section 1 of the Local Government (Contracts) Act 1997.

The use of the London Highways Alliance Contract (LoHAC) established by Transport for London as a framework contract following advertisement in the Official Journal of the European Union which provides for use of the framework by London Councils enables the Council to procure work to the value of which potentially could exceed the EU threshold without a further full Eu compliant procurement.

A framework contract established under the Regulations should not exceed 4 years “except in exceptional circumstances, in particular, circumstances relating to the subject of the framework agreement” (Regulation 19.10). LoHAC is a framework for a period of 8 years. The exceptional circumstances have been set out in the OJEU notice and detailed in the report above. While there is no case law or guidance on what is likely to constitute exceptional circumstances. TFL has explained its justification and it has not been challenged.

Most of the spend for highways maintenance works is capital spend that is part of the capital programme. Therefore, should members approve the use of LoHAC as proposed the Head of Streetcare has authority under the council’s Procurement Framework to authorise individual schemes under this framework.

**Human Resources implications and risks:**

Whilst there are no HR implications or risks for Council employees, TUPE implications will apply for employees of the existing suppliers if the current term maintenance contracts are not extended or if a significant amount of work load is transferred to Ringway Jacob’s under the LoHAC contract.

Officers are hoping to minimise this by engaging small scale service contracts to start, whilst testing the service level outputs, whilst extending the current LBH term contracts for the duration of the full extension period of 2.5 years.

**Equalities implications and risks:**

The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.

A full EIA is not considered necessary in relation to this report as there are no putative adverse impacts. The likely recruitment of local apprentices will support the Council's objective of supporting people into employment.

**BACKGROUND PAPERS**

No Specific background papers were used related to this report

Following a sample testing of Havering works compared to use of the LoHAC term contract rates, varying degrees of variance were identified resulting in a potential for up to 10% savings in some areas of works type depending upon the volume and value of works.

<b>Havering Scheme Summary</b>			
	<b>Havering</b>	<b>LoHAC</b>	% Difference
<u>Carriageways</u>			
Rosewood Avenue	£57,648.20	£43,850.95	-23.9%
New Road	£53,915.06	£53,912.96	0.0%
South Street	£30,659.69	£29,902.13	-2.5%
Dagnam Park Drive	£62,274.62	£63,931.71	2.7%
Microasphalt Programme	£19,772.66	£14,042.66	-29.0%
<u>Footways</u>			
The Meads	£30,766.60	£27,515.34	-10.6%
LOWSHOE LANE	£44,612.44	£42,392.38	-5.0%
RANDALL DRIVE	£28,347.47	£25,587.21	-9.7%
Elm Park Estate	£33,093.76	£29,878.73	-9.7%
Hylands	£62,298.82	£45,390.17	-27.1%
<b>TOTAL</b>	<b>£423,389.31</b>	<b>£376,404.26</b>	<b>-11.10%</b>

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**CABINET**

**19 March 2014**

**Subject Heading:**

Proposed Crossrail Complimentary Measures Grant Funding Application

**Cabinet Member:**

Councillor Robert Benham  
Cabinet Member for Community Empowerment

**CMT Lead:**

Cynthia Griffin, Group Director Culture, Community and Economic Development

**Report Author and contact details:**

Chris Smart  
[Tel:01708 432150](tel:01708432150)  
[Chris.smart@havering.gov.uk](mailto:Chris.smart@havering.gov.uk)

**Policy context:**

London Plan (2011)  
Mayor's Transport Strategy (2010)  
Local Development Framework (2008)  
Local Implementation Plan

**Financial summary:**

Authority is sought to bid for Crossrail Complimentary Measures funding for Romford, Gidea Park and Harold Wood stations.

**Is this a Key Decision?**

Yes  
  
(a) Expenditure or saving (including anticipated income) of £500,000 or more  
  
(c) Significant effect on two or more Wards

**When should this matter be reviewed?**

At time of funding decision – Autumn/Winter 2014

**Reviewing OSC:**

Towns & Communities

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

- Ensuring a clean, safe and green borough [X]
- Championing education and learning for all [ ]
- Providing economic, social and cultural activity in thriving towns and villages [X]
- Valuing and enhancing the lives of our residents [X]
- Delivering high customer satisfaction and a stable council tax [ ]

**SUMMARY**

This report describes developing partnership work between the Council, Transport for London and Crossrail aimed at securing funding for public realm regeneration programmes at three Network Rail stations in the borough. These stations are Romford, Gidea Park and Harold Wood.

In order to support improvements around the Crossrail stations Transport for London has identified a budget of £30m to be spent against a line wide series of station improvement schemes over four financial years (2015/16-2018/19). This funding is called the Crossrail Complementary Measures programme within Transport for London' s Strategy and Surface Planning Directorate and is in addition to other funding from Crossrail and Network Rail.

This report seeks approval for the Council to make grant funding applications to Transport for London and, should the bids be successful, to act as accountable body for the grants. It also seeks agreement to the consideration of a contribution of other Council funds, subject to resources being available; such allocations to be approved by Members at a later date.

**RECOMMENDATIONS**

That Cabinet:

1. Agrees the development and submission of grant funding applications to the Crossrail Complementary Measures Board.
2. Agrees that the Council be identified as the accountable body for this grant funding.
3. Considers the provision of Council funding subject to resources being available; such potential allocations to be approved by Members at a later date.

**REPORT DETAIL**

1. Crossrail is the major new cross-London rail link project which has been developed to serve London and the southeast of England. It will support and maintain the status of London as a ' World City' by providing a world class transport system.
2. Whilst the service will bring significant benefits to London including increased passenger capacity, step free accessibility and faster journeys, an important measure for passengers will be their experience of the spaces outside the stations as they arrive and leave. The Mayor's planning and transport policies highlight the importance of accessible, high quality and convenient interchange facilities and this is reflected in the Council's own policies and programmes.
3. In order to gain the most from the Crossrail investment, the immediate surroundings of the stations, the transport interchange and the urban realm need to be integrated with the new rail infrastructure. To be successful the works around the environment of each station need to be planned and implemented co-operatively by a number of public bodies, in Havering to include the Council, Crossrail, Transport for London and Network Rail.
4. Crossrail Complementary Measures funding will support Transport for London's ambition and priority to see improvements outside every Crossrail station in London in order to deliver an enhanced improvement in urban realm and transport interchange for the public. There will be the opportunity for these works to complement and enhance works that the Council has already delivered in the areas adjoining these stations. For example, the Council has recently completed extensive public realm improvements in the area adjoining Gidea Park station and the implementation of a Crossrail Complementary Measures project here will result in the overall streetscene improvements being far wider than originally expected.
5. Three stations across Havering are on the route of Crossrail and these are Harold Wood, Gidea Park and Romford. Crossrail and its partners are also separately implementing a series of projects at each of these stations to enhance the stations and make them 'fit for purpose' once Crossrail services start running | 2018/2019.
6. Crossrail appointed consultant designers and architects to develop a series of public realm schemes in the areas adjoining Crossrail stations across London and this includes the three stations in Havering. The schemes have been designed to RIBA stages C and D. These 'Urban Integration Studies' identify core area improvements that will, for the most part, be funded by TfL

and other more substantial complementary measures that will be funded by others, for example, through development, planning legal agreements (Section 106 agreements), or other funders.

7. Boroughs are now invited to start an application process that will involve:
- The submission of a 'Seed Funding' proposal to TfL in February 2014. A total seed funding grant of £24,000 was approved on 19<sup>th</sup> February to support the compilation of the detail required for a robust funding application for the second phase below.
  - The preparation of a 'scoping application' in line with guidance and linking to each Urban Integration Study with an application deadline of 31<sup>st</sup> July 2014. The scoping application would involve agreement with Crossrail of any changes to the Urban Integration Study proposals, cycle and pedestrian safety, crime and antisocial behaviour issues, public and stakeholder consultation, a programme and exploration of the possibility of third party resourcing, identification of high level risks, land ownership and other approvals, traffic impact assessment, updating cost estimates and mapping of associated adjoining transport schemes.
  - An autumn/winter 2014 decision by TfL to allocate indicative funding and amounts and planned year of allocation by station, committing the full £30m budget over the period 2015/16 – 2018/19. This decision will not be dictated by the availability of third party funding.
  - In response boroughs would prepare 'confirmation' applications, with fees funded by the TfL indicative funding allocation, re-affirming the details presented in the scoping application, as well as any secured third party funding and providing a more detailed delivery plan; to be submitted in the financial year before the scheme would be delivered.
  - Transport for London will then confirm funding and allocate it to their portal for that financial year.
8. The Council would then be in a position to commission the delivery of the work.

**REASONS AND OPTIONS**

**Reasons for the decision:**

9. Crossrail Complementary Measures is an important grant opportunity from which Havering and its partners could benefit.

10. In order to maximise the benefits of these opportunities to Havering a decision by Cabinet is required to authorise the submission of funding bids in excess of £500,000. The Constitution sets out that pursuant to the delegated authority for general functions in Part 3 Section 2.1 in the following paragraphs to Cabinet:-

(g) To allocate and control financial and land and property resources, to determine priorities in the use of these resources, and take any other action necessary to achieve those objectives; and

(r) To be responsible for all executive matters even if not expressly set out in Part 3 of this constitution: and

(q) To approve applications for the submission of bids for grants and other financial assistance which require the provision of additional finance or match funding or are likely to lead to residual costs or implications for the Council or where the amount of the grant application exceeds £500,000.

11. Pursuant to Corporate Functions under Part 3 Section 2.2:-

(a) To take decisions on all matters relating to the Council' s finances including but not exclusively:

(i) budgetary control

**Other options considered:**

12. Submitting bids above £500,000 requires Cabinet approval, without which there are no other options for approval.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

TfL expects to allocate £30m to Boroughs across London for the Crossrail Complementary Measures programme. In the first instance the Council anticipates submitting scoping applications to TfL by a deadline of 31<sup>st</sup> July 2014. This will allow TfL to advise indicative funding amounts and planned year of allocation by station and to commit the full £30m budget.

The Urban Integration Studies for Romford, Harold Wood and Gidea park stations suggest that the cost of the works associated with the core station areas would be in the region of £3.5m

Confirmation of match funding is not needed for the scoping application. Should match funding ultimately be needed to deliver a preferred scheme this will need to be secured and presented as part of the later confirmation application.

In February 2014 the Council submitted a seed funding application to TfL. A grant of £24,000 was subsequently approved.

An additional funding source is the Economic Development revenue budget, with a planned spend of £5,000 in 2013/14. There is also a £10,000 TfL Local Implementation Plan allocation for Crossrail in 2014/15.

Should additional funding be needed for a preferred scheme the options available might be planning legal agreements (Section 106) and associated TfL Local Implementation Plan and Major Scheme funding. This will be explored as part of the scoping application and confirmed in the later confirmation application. The Council will need to evaluate the benefits such added funding will bring, aligned with the potential leverage of Council funding, compared to alternative uses of that scarce capital funding.

Risks associated with the Council being accountable body will be minimised by strong programme management. Opportunities provided by the Council being accountable body relate to the level of influence that the Council will have over grant spend and achievements.

**Legal implications and risks:**

The legal implications and risks associated with this decision relate to the need to secure cabinet approval before making funding bids of more than £500,000.

Should the application be successful there will be contractual arrangements relating to a funding agreement, and other arrangements required to deliver specific aspects of the scheme that must comply with the Council' s approved procedures for procurement and which will require legal input.

**Human Resources implications and risks:**

There are no direct human resources implications and risks associated with a decision to make a funding application. Should the application be successful the workload associated with delivering the projects will be managed within existing staff resources and with engineering consultants procured using Crossrail Complementary Measures funding.

**Equalities implications and risks:**

Crossrail Complementary Measures is an important grant opportunity that will contribute to the Council' s Living Ambition goals: to ensure a clean, safe and green borough; to provide economic, social and cultural opportunities in thriving towns and villages and to value and enhance the life of individuals.

Should the bids be successful, they will have a positive impact on people from all protected characteristics, with children and young people (and their parents and/or carers), older adults, disabled people and those from disadvantaged backgrounds being amongst the groups that will benefit the most. It is also envisaged that the projects funded from this grant will increase social inclusion and improve community safety in the borough.

An Equality Analysis will be carried out for this new area of work prior to the implementation of the detailed proposals at the planning stage so as to ensure any potential negative impact is identified and minimised or eliminated and positive equality outcomes and opportunities are enhanced.

**BACKGROUND PAPERS**

None

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## CABINET

19 March 2014

**Subject Heading:**

Awarding Retail Rate Relief for the 2014/2015 and 2015/2016 Financial Years

**Cabinet Member:**

Councillor Roger Ramsey

**CMT Lead:**

Andrew Blake-Herbert

**Report Author and contact details:**

Jeff Potter Head of Exchequer Services  
 01708 434139  
 jeff.potter@havering.gov.uk

**Policy context:**

Contributes to the Councils savings strategy and recognises future changes in the funding arrangements to authorities

**Financial summary:**

Awarding the “retail relief” in accordance with the Guidance the Council will be fully reimbursed through the NNDR claim process

**Is this a Key Decision?**

No

**When should this matter be reviewed?**

As the relief is time limited to two financial periods only, a review is only required if this is extended

**Reviewing OSC:**

Value Overview and Scrutiny

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

- Ensuring a clean, safe and green borough
- Championing education and learning for all
- Providing economic, social and cultural activity in thriving towns and villages
- Valuing and enhancing the lives of our residents
- Delivering high customer satisfaction and a stable council tax

**SUMMARY**

This report provides details of the Retail Relief scheme announced in the Autumn Statement based on the guidance received in February 2014 and accordingly to adopt a policy to award “Retail Relief” in accordance with the Discretionary Rate Relief powers as contained within Section 47 of the Local Government Finance Act 1988 (as amended) from 1 April 2014.

**RECOMMENDATIONS**

That the Cabinet agrees that

- (a) the Council award “Retail Relief” of up to £1000, assessed and calculated on a daily basis in line with the Governments base scheme as shown in the attached DCLG Guidance letter and applied against the net bill after all other reliefs. The relief to be available to qualifying businesses in occupation of retail premises which have a Rateable Value of £50,000 or less in accordance with Discretionary Rate Relief powers for the financial years 1 April 2014 to 31 March 2015 and 1 April 2015 to 31 March 2016 only;
- (b) the business to qualify for the relief must be “retail” as detailed in the body of this report;
- (c) the Council through the National Non-Domestic Rate Return process seek full reimbursement of the cost of this relief from Central Government;
- (d) it is noted that the detailed application of the scheme will be implemented by the Group Director Resources under current delegated authority “To exercise the Council’s discretionary powers in relation to relief for Council Tax and commercial rates”

**REPORT DETAIL**

**BACKGROUND**

1. The Government in the Autumn Statement of 5 December 2013, advised that a reduction in rates payable of up to £1,000 would be available to “retail occupied” premises that had a Rateable Value of £50,000 or less
2. This relief to be awarded by the Council in accordance with the Discretionary Rate Relief powers as contained within the Local Government Finance Act 1988 (as amended).

3. The “retail” relief awarded by the Council, if made in accordance with the Government Guidance, will be fully reimbursed.
4. The Policy proposed in this report reflects fully the guidance to award relief to “occupied retail premises”, and awarded for the 2014/2015 and 2015/16 financial years only.

### **AWARDING DISCRETIONARY RATE RELIEF FOR RETAIL PREMISES**

5. The Government in the Autumn Statement 2013 advised that a reduction in rates payable of up to £1000 would be available to “retail occupied” premises that had a Rateable Value of £50,000 or less
6. As this is limited to 2014-15 and 2015-16 only, the Government is not amending the current legislation for reliefs available to businesses but allowing Councils to use their discretionary relief powers provided by section 47 of the Local Government Finance Act 1988 (as amended) to grant relief.
7. In order to adopt the “retail relief” scheme, the Council will be required to implement a local scheme and decide in each individual case when to grant “retail” relief although the Government expects local government to grant relief to qualifying ratepayers
8. The guidance does not directly define the application process but due to the very tight timescale and available resources, a light touch approach process would seem appropriate.
9. Central government will fully reimburse local authorities for the local share of the discretionary relief through a grant under section 31 of the Local Government Act 2003 and accordingly Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in their National Non Domestic Rate Return 1 (NNDR1) for 2014-15 and 2015-16.

### **DISCRETIONARY RETAIL RATE RELIEF POLICY**

10. The Retail Rate Relief Policy will award up to £1000 of Discretionary Rate Relief to occupied retail premises (hereditament) calculated on a daily basis in line with the Governments base scheme (as shown in the attached DCLG Guidance letter) and applied against the net bill after all other reliefs on the condition that:
  - The hereditament has a rateable value of £50,000 or less
  - It is occupied and it is being used and is wholly or mainly being used as a shop, restaurant, cafe and drinking establishments.
11. It is considered shops, restaurants, cafes and drinking establishments to mean hereditaments that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, opticians, stationers, off licence, chemists, newsagents, hardware stores, charity, supermarkets etc)
- Post offices
- Show & display rooms (such as: furnishing, double glazing, garage doors, kitchen / bathroom, carpet, cars & caravans etc)
- Second hand car lots
- Markets
- Petrol Stations
- Garden Centres
- Art Galleries (where art is for sale / hire)

OR

12. Hereditaments that are being used for the provision of the following services to visiting members of the public:
- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
  - Shoe repairs/ key cutting
  - Travel agents
  - Ticket offices e.g. for theatre
  - Dry cleaners
  - Launderettes
  - PC/ TV/ domestic appliance repair
  - Funeral directors
  - Photo processing
  - DVD/ video rentals
  - Tool hire
  - Car hire

OR

13. Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:
- Restaurants
  - Takeaways
  - Sandwich shops
  - Coffee shops
  - Pubs
  - Bars
14. The above list is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. There will also be mixed uses. However, it is intended to be a guide as to the types of uses that the Council and Government considers for this purpose to be retail.
15. The Council can determine whether particular properties (hereditaments) not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief. Conversely, properties that are not broadly similar in nature to those listed above will not be eligible for the relief.

16. To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs this is a test on use rather than occupation, therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.
17. In accordance with the Government's guidance on awarding "Retail" Rate Relief, the Council considers the following not to be "retail premises" and therefore will not be eligible for relief under the scheme:
18. Hereditaments that are being used for the provision of the following services to visiting members of the public:
  - Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
  - Other services (e.g. estate agents, letting agents, employment agencies)
  - Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
  - Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
  - Post office sorting office
19. Hereditaments that are not reasonably accessible to visiting members of the public
20. The relief will be calculated in the same format as Business Rate charges and apportioned accordingly where the occupation, other reliefs or rateable value of a premises changes.
21. As the determination of the entitlement relies on an assessment of the usage of a hereditament it will be necessary for an application to be made by the ratepayer through a pro-forma to be designed. Current estimates show that there are likely to be around 2,000 establishments throughout that borough that may qualify.
22. **State Aid** - Retail Relief can be applied to every qualifying premises, therefore multiple premises owned by the same ratepayer will receive Retail Relief as long as the use of the premises qualifies, subject to State Aid de- minimis limits.
23. State Aid can occur whenever state resources are used to provide assistance that gives organisations an advantage over others. De minimis aid is used to describe small amounts of state aid that do not require European Commission approval. The total de minimis aid which can be given to a single recipient is €200,000 over a 3-year fiscal period.
24. The implication of State Aid de minimis limit is particularly relevant to those premises that are part of a large retail chain, including charities, where the cumulative total of Retail Relief received could exceed €200,000. Further advice is being sought regarding this issue as applications for large retail chains may need to be dealt with differently to those of local businesses. In order to comply with the State Aid conditions ratepayers may be required to complete a declaration

**REASONS AND OPTIONS**

**Reasons for the decision:**

25. Awarding the relief will be in accordance with the Governments intentions as detailed in the Autumn Statement and the DCLG Business Rates Retail Relief Guidance

**Other options considered:**

26. None appropriate

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

In awarding the “retail relief” in accordance with the Guidance the Council and major preceptors will be able to be fully reimbursed through the NNDR claim process.

The total value of relief awarded for the Council is difficult to assess without application, but based on Rateable Value limits and property descriptions an estimate contained in the 2014/15 NNDR1 return for the Councils element has been assessed as £598,466.

There is no administration funding available to compensate the billing authority for the additional work required to implement Retail Relief.

**Legal implications and risks:**

The Guidance advises that the Council should consider the awarding of relief in accordance with its powers for granting Discretionary Rate Relief in accordance with Section 47 of the Local Government Finance Act 1988 (as amended).

**Human Resources implications and risks:**

The assessment and award of any relief can be contained within current Exchequer resources, therefore, there are no Human Resource implications or risks arising from this report.

**Equalities**

This Policy reflects the Governments intentions to award up to £1000 of

discretionary relief to assist retail traders for the 2014/15 and 2015/16 years. It is envisaged that the this relief will benefit small and medium size retail traders, including local women's, disabled people's and BME SMEs, and will further improve financial inclusion and business sustainability in Havering.

**BACKGROUND PAPERS**

Appendix A – DCLG Guidance letter

Department for Communities and Local Government  
Business Rates Retail Relief – Guidance

Contents

About this guidance

Introduction

**Section 1**

How will the relief be provided?

Which properties will benefit from the relief?

How much relief will be available?

State Aid

Splits, mergers and changes to existing hereditaments

How will the relief work in Enterprise Zones?

**Section 2**

Calculation examples for 2014-15

**Section 3**

State Aid



## **Business Rates Retail Relief – Guidance**

### **About this guidance**

1. This guidance is intended to support local authorities in administering the “Retail Relief” announced in the Autumn Statement on 5 December 2013. This Guidance applies to England only.
2. This guidance sets out the detailed criteria which central Government will use to determine funding relief for retail properties. The Guidance does not replace existing legislation on retail properties or any other relief.
3. Enquiries on this measure should be addressed to:

[ndr@communities.gsi.gov.uk](mailto:ndr@communities.gsi.gov.uk)

### **Introduction**

4. The retail sector is changing, particularly due to internet shopping, and many high streets are experiencing challenges as they look to adapt to changing consumer preferences in how people shop. The Government wishes to support town centres in their response by providing particular support to retailers.
5. The Government announced in the Autumn Statement on 5 December 2013 that it will provide a relief of up to £1,000 to all occupied retail properties with a rateable value of £50,000 or less in each of the years 2014-15 and 2015-16.
6. This document provides guidance to authorities about the operation and delivery of the policy. Government anticipates that local authorities will include details of the relief to be provided to eligible ratepayers for 2014-15 in their bills for the beginning of that year.

### **Section 1: Retail Relief**

#### **How will the relief be provided?**

7. As this is a measure for 2014-15 and 2015-16 only, the Government is not changing the legislation around the reliefs available to properties. Instead the Government will, in line with the eligibility criteria set out in this guidance, reimburse local authorities that use their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It will be for individual local billing authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47. Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). The Government expects local government to grant relief to qualifying ratepayers.
8. Central government will reimburse billing authorities and those major precepting authorities within the rates retention system for the actual cost to them under the rates retention scheme of the relief that falls within the definitions in this guidance. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in their National Non Domestic Rate Return 1 (NNDR1) for 2014-15 and 2015-16. Central government will provide payments of the local authorities' share to authorities over the course of the relevant years.

**Which properties will benefit from relief?**

9. Properties that will benefit from the relief will be occupied hereditaments with a rateable value of £50,000 or less, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.
10. We consider shops, restaurants, cafes and drinking establishments to mean:

**i. Hereditaments that are being used for the sale of goods to visiting members of the public:**

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

**ii. Hereditaments that are being used for the provision of the following services to visiting members of the public:**

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons tanning shops, etc.)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire
- Car hire

**iii. Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:**

- Restaurants
  - Takeaways
  - Sandwich shops
  - Coffee shops
  - Pubs
  - Bars
11. To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.
12. The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. There will also be mixed uses. However, it is intended to be a guide for authorities as to the types of uses that government considers for this purpose to be retail. Authorities should determine for themselves whether particular properties not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief. Conversely, properties that are not broadly similar in nature to those listed above should not be eligible for the relief.
13. As the grant of the relief is discretionary, authorities may choose not to grant the relief if they consider that appropriate, for example where granting the relief would go against the authority's wider objectives for the local area. We would encourage councillors to be consulted on the final scheme that the local authority adopts, so there is a clear line of accountability in case of a dispute on the final local scheme that is adopted.
14. The list below sets out the types of uses that government does not consider to be retail use for the purpose of this relief. Again, it is for local authorities to determine for themselves whether particular properties are broadly similar in nature to those below and, if so, to consider them not eligible for the relief under their local scheme.

**i. Hereditaments that are being used for the provision of the following services to visiting members of the public:**

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office

**ii. Hereditaments that are not reasonably accessible to visiting members of the public**

**How much relief will be available?**

15. The total amount of government-funded relief available for each property for each of the years under this scheme is £1,000. The amount does not vary with rateable value and there is no taper. There is no relief available under this scheme for properties with a rateable value of more than £50,000. Of course, councils may use their discretionary powers to offer further discounts outside this scheme (and under local rate retention, 50 per cent of the cost would be locally funded and 50 per cent funded by central government).
16. The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis. The following formula should be used to determine the amount of relief to be granted for a particular hereditament in the financial year:

$$\text{Amount of relief to be granted} = \frac{\text{£1000} \times \text{A}}{\text{B}}$$

B

Where:

A is the number of days in the financial year that the hereditament is eligible for relief; and

B is the number of days in the financial year

17. The relief will be applied against the net bill after all other reliefs.
18. Where the net rate liability for the day after all other reliefs but before retail relief is less than the retail relief, the maximum amount of this relief will be no more than the value of the net rate liability. This should be calculated ignoring any prior year adjustments in liabilities which fall to be liable on the day.
19. Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid De Minimis limits.

**State Aid**

20. State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However Retail Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)<sup>1</sup>.

<sup>1</sup> [http://eur-](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF)

[lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF)

<sup>2</sup> The 'New SME Definition user guide and model declaration' provides further guidance: [http://ec.europa.eu/enterprise/policies/sme/files/sme\\_definition/sme\\_user\\_guide\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf)

<sup>3</sup> [http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm)

<sup>4</sup> Detailed State Aid guidance can also be found at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/15277/National\\_State\\_Aid\\_Law\\_Requirements.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/15277/National_State_Aid_Law_Requirements.pdf)

21. The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). Local authorities should familiarise themselves with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)2) and the requirement to convert the aid into Euros<sup>3</sup>.
22. To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation). Section 3 of this guidance contains a sample De Minimis declaration which local authorities may wish to use. Where local authorities have further questions about De Minimis or other aspects of State Aid law, they should seek advice from their legal department in the first instance<sup>4</sup>.

### **Splits, mergers, and changes to existing hereditaments**

23. The relief should be applied on a day to day basis using the formula set out above. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.

### **How will the relief work in Enterprise Zones?**

24. Where a property is eligible for Enterprise Zone relief, that relief should be granted and this will be funded under the rates retention scheme by a deduction from the central share. If a property in an Enterprise Zone is not eligible for Enterprise Zone relief, or that relief has ended, Retail Relief may be granted in the normal way, and this would be reimbursed by grant under section 31 of the Local Government Act 2003. Local authorities should not claim funding for retail relief on properties which would otherwise qualify for Enterprise Zone government funded relief.

Section 2 – Calculation examples for 2014-15

**Example 1 – An occupied shoe shop with a rateable value of £40,000**

Rateable Value = £40,000

Rates due (excluding any reliefs) = £40,000 x 0.482 = £19,280

Minus 12 months retail relief = £19,280 - £1,000 = £18,280

Rates due (including retail relief) = **£18,280**

**Example 2 – A shoe shop with a rateable value of £40,000 that is unoccupied between 1 April 2014 and 30 September 2014 and is then occupied until 31 March 2015.**

Rateable Value = £40,000

Rates due (excluding any reliefs) = £40,000 x 0.482 = £19,280

Minus 3 months (no empty rates payable) = £40,000 x 0.482 x 91 = £4,806.79  
365

Minus 6 months retail relief (01/10/14-31/03/15) = £1,000 x 182 = £498.63  
365

Total due for year = **£13,974.58**

**Example 3 – An occupied shoe shop with a rateable value of £10,000 that is in receipt of small business rate relief of £1,554 per year.**

Rateable Value = £10,000

Rates due (excluding any reliefs) = £10,000 x 0.471 = £4,710

Minus small business rate relief of 33% = £4,710 - £1,554 = £3,156

Minus 12 months retail relief = £3,156 - £1,000 = £2,156

Rates due (including all reliefs) = **£2,156**

**Example 4 – An occupied charity shop with a rateable value of £10,000 that is in receipt of mandatory charitable rate relief**

Rateable Value = £10,000

Rates due (excluding any reliefs) = £10,000 x 0.471 = £4,710

Minus charitable rate relief of 80% = £4,710 - £3,768 = £942

Minus 12 months retail relief = £942 - £942 (max relief allowable) = £011

Rates due (including all reliefs) = **£0**

**Example 5 – A shoe shop with a rateable value of £30,000 that has occupied premises previously used as a jewellers shop that was empty for more than 12 months immediately prior to occupation.**

Rateable Value = £30,000

Rates due (excluding any reliefs) = £30,000 x 0.482 = £14,460

Minus reoccupation relief of 50% = £14,460 - £7,230 = £7,230

Minus 12 months retail relief = £7,230 - £1,000 = £6,230

Rates due (including all reliefs) = **£6,230**

Section 3 – State Aid

**Sample paragraphs that could be included in letters to ratepayers for 2014-15 about Retail Relief**

The Government announced in the Autumn Statement on 5 December 2013 that it will provide a relief of up to £1000 to all occupied retail properties with a rateable value of £50,000 or less in each of the years 2014-15 and 2015-16. Your current rates bill includes this Retail Relief for 2014-15.

Awards such as Retail Relief are required to comply with the EU law on State Aid<sup>5</sup>. In this case, this involves returning the attached declaration to this authority if you have received any other De Minimis State Aid, including any other Retail Relief you are being granted for premises other than the one to which this bill and letter relates, and confirming that the award of Retail Relief does not exceed the €200,000 an undertaking<sup>6</sup> can receive under the De Minimis Regulations EC 1407/2013.

5. Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

<sup>6</sup> An undertaking is an entity which is engaged in economic activity. This means that it puts goods or services on a given market. The important thing is what the entity does, not its status. Thus a charity or not for profit company can be undertakings if they are involved in economic activities. A single undertaking will normally encompass the business group rather than a single company within a group. Article 2.2 of the de minimis Regulations (Commission Regulation EC/ 1407/2013) defines the meaning of 'single undertaking'.

Please complete the declaration and return it to the address above. In terms of declaring previous De Minimis aid, we are only interested in public support which is De Minimis aid (State Aid received under other exemptions or public support which is not State Aid does not need to be declared).

If you have not received any other De Minimis State Aid, including any other Retail Relief you are being granted for premises other than the one to which this bill and letter relates, you do not need to complete or return the declaration.

If you wish to refuse to receive the Retail Relief granted in relation to the premises to which this bill and letter relates, please complete the attached form and return it to the address above. You do not need to complete the declaration. This may be particularly relevant to those premises that are part of a large retail chain, where the cumulative total of Retail Relief received could exceed €200,000.

Under the European Commission rules, you must retain this letter for 3 years from the date on this letter and produce it on any request by the UK public authorities or the European Commission. (You may need to keep this letter longer than 3 years for other purposes). Furthermore, information on this aid must be supplied to any other public authority or agency asking for information on 'De Minimis' aid for the next three years. 13

**'DE MINIMIS' DECLARATION**

Dear [ ]

BUSINESS RATES ACCOUNT NUMBER: \_\_\_\_\_

The value of the business rates retail relief to be provided to [name of undertaking] by [name of local authority] is £ [ ] (Euros [ ]).

This award shall comply with the EU law on State Aid on the basis that, including this award, [name of undertaking] shall not receive more than €200,000 in total of De Minimis aid within the current financial year or the previous two financial years). The De Minimis Regulations 1407/2013(as published in the Official Journal of the European Union L352 24.12.2013) can be downloaded at <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF>.

Please list all Date of aid Organisation Nature of aid

previously received providing aid

De Minimis aid below, including the total amount of this and any other Retail Relief you are being granted. Amount of De Minimis aid

€

1 April 2014 – 31 March 2015

Local authorities (for the Retail Relief total you do not need to specify the names of individual authorities)

Retail Relief



## CABINET

19 March 2014

**Subject Heading:**

Corporate Performance Report  
Quarter 3 2013/14

**Cabinet Member:**

Councillor Steven Kelly

**CMT Lead:**

Cynthia Griffin

**Report Author and contact details:**

Claire Thompson, Corporate Policy &  
Community Manager  
[claire.thompson@havering.gov.uk](mailto:claire.thompson@havering.gov.uk)  
01708 431003

**Policy context:**

The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 3 2013/14.

**Financial summary:**

There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.

**Is this a Key Decision?**

No

**Is this a Strategic Decision?**

No

**When should this matter be reviewed?**

The Corporate Performance Report will be brought to Cabinet at the end of each quarter.

**Reviewing OSC:**

Value, Towns and Communities,  
Individuals, Environment, Children and Learning, Adult

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

Ensuring a clean, safe and green borough	[X]
Championing education and learning for all	[X]
Providing economic, social and cultural activity in thriving towns and villages	[X]
Valuing and enhancing the lives of our residents	[X]
Delivering high customer satisfaction and a stable council tax	[X]

**SUMMARY**

This report sets out the performance of the Council's Corporate Performance Indicators for Quarter 3 (October to December 2013) 2013/14, against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating is:

- Red = more than 10% off the Quarter 3 Target and where performance has *not improved* compared to Quarter 3 2012/13<sup>1</sup>
- Amber = more than 10% off the Quarter 3 Target and where performance has *improved or been maintained* compared to Quarter 3 2012/13.
- Green = on or within 10% of the Quarter 3 Target

Where the RAG rating is 'Red', a 'Corrective Action' box has been included in the report. This highlights what action the Council is taking to address poor performance, where appropriate.

Also included in the report is a Direction of Travel (DoT) column which compares performance in Quarter 3 2013/14 with performance in Quarter 3 2012/13. A green arrow (↑) signifies performance is better and a red arrow (↓) signifies performance is worse. A black arrow (→) signifies that performance is the same.

### **Quarter 3 2013/14 - Performance Summary**

48 Corporate Performance Indicators are measured quarterly and 43 of these have been given a RAG status this quarter. In summary:

- **36 (84%)** indicators are rated as **Green**
- **0 (0%)** indicators are rated as **Amber**
- **7 (16%)** indicators are rated as **Red**

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<sup>1</sup> With the exception of '% of NNDR collected' and '% of council tax collected' where the tolerance is 5%

**RECOMMENDATIONS**

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

**REPORT DETAIL**

Highlighted below is a summary of the Corporate Performance Indicators for Quarter 3 2013/14, where performance is RAG rated as **Green** or **Amber** and shown an improvement on Quarter 3 2012/13; and where performance is RAG rated as **Red**. For these few indicators, corrective action is taking place to improve performance.

**Green or Amber and showing better performance than Quarter 3 2012/13**

Learning

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
LA1 – Number of apprentices recruited in the borough	500 (Q4) (AY 2012/13)	643 (Q4) (AY 2012/13)	↑
This indicator is reported by Academic Year (AY), which runs from August to July. The data in this report is for Quarter 4 (May-July 2013). There has been a noticeable increase in the number of young people interested in apprenticeship opportunities and we are performing much better than target. We are continuing to work with employers and providers to raise awareness of our offer.			
(ex) NI117 – % of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	4.9%	4.6%	↑
The indicator is performing better than target for the quarter due to robust tracking of young people. The destinations of 4.1% of the cohort remains unknown, however, which may mean NEET figures increase slightly in the next quarter. Tracking of these young people continues.			

Towns and Communities

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
R2 – Net external funding (£) secured through regeneration initiatives	£750,000	£1,587,935	↑
This indicator is performing better than target and better than this time last year. Over the last quarter, £15,593 of funding has been secured from one successful bid. This funding was secured from Veolia Havering Riverside Trust (VHRT) for Bedford Park's Conservation Grazing Scheme.			

**Cabinet, 19 March 2014**

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
DC4 – % of appeals allowed against refusal of planning permission	30%	19%	↑
Performance is better than target in Q3 with just 5 out of 26 (19%) appeals being allowed. Due to the low numbers of appeal decisions received each quarter, it is difficult to track trends in a meaningful way.			
(ex) NI157c – Processing of other applications within 8 weeks (%)	80%	81%	↑
Action taken during the last quarter has seen this indicator perform better than target. Focus and emphasis is now on maintaining the target.			
H5 – % of rent arrears against rent debit	2.27%	2.18%	↑
Performance is better than target and better than this time last year. Rent arrears for December 2013 were £1,115,166.38, which is 2.18% of the estimated annual rent debit of £51,168,737.28. Individual work with affected tenants has enabled the anticipated problems arising from the Welfare Reforms to be successfully managed.			
R3 – Number of businesses accessing advice through regeneration initiatives	525	677	↑
This indicator is performing better than target and better than this time last year. A total of 244 businesses accessed advice in Q3 alone (124 in October, 70 in November and 50 in December).			

**Individuals**

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
CY2 – % of placements lasting at least 2 years	70%	75%	↑
This indicator is performing better than target and better than last year. The 2012/13 outturn (63%) was a significant improvement on 2011/12 (49%).			
(ex) NI130/1C(ii) – Direct payments as a proportion of self-directed support (%)	14.6%	15.2%	↑
We are currently performing slightly better than target for this indicator (918 service users). There has been a significant rise in the number of service users receiving a community-based service this year (6,041) in comparison to last year (5,530).			
(ex) NI131/2C (ii) – Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	3	1.5	↑
Performance is measured as a cumulative average taken as a snapshot from the last Thursday of every month across the year to date. All figures are taken from the UNIFY system. With regard to delays shared with Social Care (2 ii), performance in November has continued to stay above target with an outturn of 1.5 (per 100,000) for both October and November.			

**Cabinet, 19 March 2014**

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
L3 – % of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	6%	6%	N/A
This indicator is currently on target for Quarter 3 despite a rise in the number of service users that have returned within 91 days. No DoT is available as a data cleansing exercise has been undertaken for this quarter to ensure that inappropriate service users have been removed.			
L5 – Total number of Careline and Telecare users in the borough	N/A	4,382	↑
This indicator has already exceeded the target set for the year.			

**Value**

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
CS10 – % of Member/MP enquiries completed within 10 days	90%	87%	↑
This indicator is within target tolerance and we are performing better than this time last year. The number of enquiries logged has decreased significantly from 1,139 (Q2) to 964 (Q3).			
ISS10 – % of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	97%	96%	↑
This indicator is within target tolerance and performing better than the previous year. Due to preparations for One Oracle, however, iSupplier was turned off in October 2013 in readiness to migrate. This has had an impact and figures have increased due to reverting back to paper invoices from automatic invoicing.			
CS21 – % customer satisfaction with the Contact Centre	85%	90%	↑
This indicator is performing better than target. Full resources are now available for the peak demand periods, resulting in a lower abandoned call rate. Satisfaction for Q3 is based on 6,185 surveys.			
CS3 – Speed of processing new HB/CTB claims (days)	24 days	21 days	↑
This indicator is performing better than target and better than this time last year. There has been consistent improvement in 2013/14. The Service continues to strive towards the overall target of 24 days as the cumulative performance is 29 days.			
CS4 – Speed of processing changes in circumstances of HB/CTB claimants (days)	18 days	18 days	↑
Performance is better than target and better than this time last year. There has been consistent improvement in 2013/14. The Service is also performing better than target cumulatively (16 days).			

**Red and showing worse performance than Quarter 3 2012/13**

Environment

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
SC07 – Total number of fly tip incidents	2,076	2,907	↓
<p>This indicator is worse than the Q3 target and the performance last year.</p> <p><b>Corrective Action:</b>                      Online publicity has raised awareness and inflated the demand for removal, which is reflected in these indicators. Increased proactive monitoring of on street cleansing standards by waste enforcement officers has also resulted in an increased fly tip number being reported. This increase is due to increased numbers of black sacks left on the streets. Fly tip removal times remain within target at less than a day.</p>			

Towns and Communities

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
H3 – Average void to re-let times	22 days	29 days	N/A
<p>No DoT as this is a new indicator for 2013/14. A total of 528 properties have been let since April 2013, of which 119 were tenants that wished to downsize. The empty properties created have tended to be larger units; been occupied for longer periods and required Capital works to kitchen and bathrooms. There has also been a change in contract, which should settle down by April.</p> <p><b>Corrective Action:</b>                      Interim arrangements have been put in place to help clear the backlog before the start date of the new contractors.</p>			
(ex) NI157b – Processing of minor applications within 8 weeks (%)	65%	37%	↓
<p>Performance in Q3 (37%) has improved on Q2 (31%), however, the indicator is performing worse than the same time last year and is below target. This is one of three performance indicators for Planning application processing and there has been a substantial improvement in planning performance overall. The other two categories - Majors and Others - are green.</p> <p><b>Corrective Action:</b>                      Additional resourcing has been engaged and an Action Plan devised to bring about improvements in decision making.</p>			

Individuals

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
CY13 – % of Child Protection (CP) Plans lasting more than 24 months	4%	6.3%	↓
<p>By the end of December 2013, 96 children had come off a CP Plan, of which 6 of the children remained on the Plan for 2 years or more.</p> <p><b>Corrective Action:</b>                      We are anticipating a much lower figure at the end of the year.</p>			

**Cabinet, 19 March 2014**

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
(ex) NI130/1C (i) – % of people using social care who receive self-directed support and those receiving direct payments	61.2%	46.3%	↓
<p>This indicator is currently performing worse than target despite a rise in the uptake of service users using Self Directed Support.</p> <p><b>Corrective Action:</b> The number of people who have received a service has risen dramatically with an extra 511 service users this year, which has had a detrimental impact on this indicator.</p>			

**Value**

Indicator	Quarter 3 Target	Quarter 3 Performance	DoT
CI1 – Sickness absence rate per annum per employee (days)	7.6 days	9.7 days	↓
<p>This indicator is performing worse than target and worse than this time last year. The methodology changed in 2013/14 to include Homes in Havering staff. This includes a number of high level cases that have now been closed.</p> <p><b>Corrective Action:</b> Active management of absence cases is a high priority with a strong emphasis on supporting managers to deal with cases in a timely manner.</p>			
CS7 – % of corporate complaints completed within 10 days	90%	78%	↑
<p>This indicator monitors the percentage of corporate complaints completed within ten days from the total number of complaints received and logged onto the CRM database. While this indicator is below target, it is performing better than last year.</p> <p><b>Corrective Action:</b> A review of the complaints process has indicated that there may be an element of under reporting and repeat reporting. Our processes are currently being reviewed to tackle both these issues.</p>			

The full Corporate Performance Report for Quarter 3 2013/14 is attached as Appendix 1.

**REASONS AND OPTIONS**

**Reasons for the decision:** To provide Cabinet Members with a quarterly update on the Council's performance against the Corporate Performance Indicators.

**Other options considered:** N/A

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

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

**Legal implications and risks:**

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

**Human Resources implications and risks:**

There are no specific Human Resources implications.

**Equalities implications and risks:**

The following Corporate Performance Indicators rated as 'Red' could potentially have equality and social inclusion implications if performance does not improve:

- L3 - % of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service
- (ex) NI130/1C(i) - % of people using social care who receive self-directed support and those receiving direct payments
- CI1 – Sickness absence rate per annum per employee (days)

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

**BACKGROUND PAPERS**

The Corporate Plan 2011-14 and 'Plan on a Page' 2013-14 are available on the Living Ambition page on the Havering Council website at:

<http://www.havering.gov.uk/Pages/Campaigns/living-ambition-our-20-year-vision.aspx>



## Appendix 1: Quarter 3 Corporate Performance Report 2013/14

Cabinet – 19<sup>th</sup> March 2014

### Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 10% of the Quarter 3 Target <sup>1</sup>	↑	Performance is better than Quarter 3 2012/13
Amber	More than 10% off the Quarter 3 Target and where performance has <i>improved or been maintained</i> compared to Quarter 3 2012/13	→	Performance is the same as Quarter 3 2012/13
Red	More than 10% off the Quarter 3 Target and where performance has <i>not improved</i> compared to Quarter 3 2012/13	↓	Performance is worse than Quarter 3 2012/13

	Corporate Plan Indicator
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### Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
SC01 (ex) NI191	Residual household waste (kg) per household	Smaller is Better	640kg	494.37kg	499.92kg	496.47kg	↓	This data comes from East London Waste Authority (ELWA) and lags by about 6-8 weeks. We are within target tolerance and are only performing slightly worse than this time last year.	Streetcare
SC02 (ex) NI192	% of household waste sent for reuse, recycling and composting	Bigger is Better	36%	36%	33.8%	35.4%	↓	This data comes from East London Waste Authority (ELWA) and lags by about 6-8 weeks. We are within target tolerance, however, are unlikely to achieve our annual target. This figure will only start to improve significantly when there is more composting during the spring.	Streetcare

<sup>1</sup> With the exception of ‘% of NNDR collected’ and ‘% of Council Tax collected’ where the tolerance is 5%

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
SC05	% of missed collections put right within target	Bigger is Better	93%	93%	94%	94%	→	Continued good performance in this area ensures we remain better than target for this indicator. Performance is at the same level as last year.	Streetcare
SC07	Total number of fly tip incidents	Smaller is Better	2,704	2,076	2,907	2,169	↓	This indicator is worse than the Q3 target and the performance last year. <b>Corrective Action:</b> Online publicity has raised awareness and inflated the demand for removal. Increased proactive monitoring of on street cleansing standards by waste enforcement officers has also resulted in an increased fly tip number being reported. This increase is due to increased numbers of black sacks left on the streets. Fly tip removal times remain within target at less than a day.	Streetcare
SC04	Parking income against budget	Bigger is Better	£3,964,420	£2,973,315	£2,598,538	New Indicator	N/A	There is no RAG rating or DoT for this indicator. Car parking income has dropped due to reduced take up. In addition to this, a reduction in PCN income is causing this income target shortfall.	Streetcare

### Learning - to champion education and learning for all

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
LA1	Number of apprentices recruited in the borough	Bigger is Better	500 (AY 2012/13)	500 (Q4) (AY 2012/13)	643 (Q4) (AY 2012/13)	563 (Q4) (AY 2011/12)	↑	This indicator is reported by Academic Year (AY), which runs from August to July. The data in this report is for Quarter 4 (May-July 2013). There has been a noticeable increase in the number of young people interested in apprenticeship opportunities and we are performing much better than target. We are continuing to work with employers and providers to raise awareness of our offer.	Learning and Achievement

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
LA6	% of Early Years providers, Private, Voluntary & Independent (PVI) settings and Childminders only	Bigger is Better	75%	75%	74%	75%	N/A	This indicator is within target tolerance, however, as the methodology changed from last year there is no DoT. Maintained schools with nursery classes no longer receive separate Early Years ratings and the indicator now relates to PVI nursery settings and childminders.	Learning and Achievement
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	4.9%	4.9%	4.6%	4.8%	↑	The indicator is performing better than target for the quarter due to robust tracking of young people. The destinations of 4.1% of the cohort remains unknown, however, which may mean NEET figures increase slightly in the next quarter. Tracking of these young people continues.	Learning and Achievement

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

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
CL2	Number of library visits (physical)	Bigger is Better	1,600,000	399,069	381,284	415,577	↓	We are within target tolerance for Q3 but are performing worse than this time last year. The combined total for the first three quarters, however, has exceeded our target to date by 84,305 (1,281,512 instead of 1,197,207).	Culture and Leisure
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£750,000	£1,587,935	£1,336,600	↑	This indicator is performing better than target and better than this time last year. Over the last quarter, £15,593 of funding has been secured from one successful bid. This funding was secured from Veolia Havering Riverside Trust (VHRT) for Bedford Park's Conservation Grazing Scheme.	Economic Development

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	19%	28%	↑	Performance is better than target in Q3 with just 5 out of 26 (19%) appeals being allowed. Due to the low numbers of appeal decisions received each quarter, it is difficult to track trends in a meaningful way.	Regulatory Services
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	60%	56%	86%	↓	This indicator is just within target tolerance despite a 100% increase in major applications determined in this quarter (9 applications for Q2 and 18 applications for Q3).	Regulatory Services
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	80%	81%	74%	↑	Action taken during the last quarter has seen this indicator perform better than target. Focus and emphasis is now on maintaining the target.	Regulatory Services
H1	Percentage of Leaseholder Service charge arrears collected (excluding major works)	Bigger is Better	93%	79%	79.4%	New Indicator	N/A	No DoT as this is a new indicator for 2013/14. Performance is better than target for Q3 and the indicator is on track to reach the end of year target.	Homes and Housing
H2	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	95.2%	New Indicator	N/A	No DoT as this is a new indicator for 2013/14. The indicator continues to perform better than target.	Homes and Housing
H4	Number of homes made decent	Bigger is Better	2,224	650	650	New Indicator	N/A	No DoT as this is a new indicator for 2013/14 (replacing '% Decent Council Homes'). This indicator is on target for GLA funding requirements.	Homes and Housing
H5	% of rent arrears against rent debit	Smaller is Better	3%	2.27%	2.18%	2.22%	↑	Performance is better than target and better than this time last year. Rent arrears for December 2013 were £1,115,166.38, which is 2.18% of the estimated annual rent debit of £51,168,737.28. Individual work with affected tenants has enabled the anticipated problems arising from the Welfare Reforms to be successfully managed.	Homes and Housing

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	700	525	677	596	↑	This indicator is performing better than target and better than this time last year. A total of 244 businesses accessed advice in Q3 alone (124 in October, 70 in November and 50 in December).	Economic Development
H3	Average void to re-let times	Smaller is Better	22 days	22 days	29 days	New Indicator	N/A	No DoT as this is a new indicator for 2013/14. A total of 528 properties have been let since April 2013, of which 119 were tenants that wished to downsize. The empty properties created have tended to be larger units; been occupied for longer periods and required Capital works to kitchen and bathrooms. There has also been a change in contract, which should settle down by April 2014. <b>Corrective Action:</b> Interim arrangements have been put in place to help clear the backlog before the start date of the new contractors.	Homes and Housing
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	65%	37%	62%	↓	Performance in Q3 (37%) has improved on Q2 (31%), however, the indicator is performing worse than the same time last year and is below target. This is one of three performance indicators for Planning application processing and there has been a substantial improvement in planning performance overall. The other two categories - Majors and Others - are green. <b>Corrective Action:</b> Additional resourcing has been engaged and an Action Plan devised to bring about improvements in decision making.	Regulatory Services

## Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
CY2	% of placements lasting at least 2 years	Bigger is Better	70%	70%	75%	61.4%	↑	This indicator is performing better than target and better than last year. The 2012/13 outturn (63%) was a significant improvement on 2011/12 (49%).	Children's Services
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	4%	4%	4%	0%	↓	By the end of December, 117 children had become the subject of a CP Plan, of which 5 children became subject of the plan for the second time within 2 years, giving a figure of 4%. This is in line with the target figure.	Children's Services
13	% children who wait less than 20 months between entering care and moving in with their adopting family	Bigger is Better	55%	55%	55%	New Indicator	N/A	No DoT as this is a new indicator for 2013/14. The indicator has changed (retrospectively) from 21 months to 20 months. To date, 12 children have ceased to be looked after upon the granting of an adoption order. These children (54.5%) waited less than 20 months between entering care and moving in with their adoptive families.	Children's Services
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	14.6%	15.2%	10.7%	↑	We are currently performing slightly better than target for this indicator (918 service users). There has been a significant rise in the number of service users receiving a community-based service this year (6,041) in comparison to last year (5,530).	Adult Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
(ex) NI131/2C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3	1.5	3.7	↑	Performance is measured as a cumulative average taken as a snapshot from the last Thursday of every month across the year to date. All figures are taken from the UNIFY system. With regard to delays shared with Social Care (2 ii), performance in November has continued to stay above target with an outturn of 1.5 (per 100,000) for both October and November.	Adult Services
(ex) NI131/2C (iii)	Delayed transfers of care that are attributable to Adult Social Care only per 100,000 population	Smaller is Better	1	1	1	New Indicator	N/A	Performance is measured as a cumulative average taken as a snapshot from the last Thursday of every month across the year to date. All figures are taken from the UNIFY system. With regard to delays attributable only to Social Care (2 iii), performance remains positive, with 0.7 delays per 100,000 of Havering's over 18 population. In total there have been 11 delays to date (5 of which were non-acute delays). At the same stage last year there were 24 delays.	Adult Services
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	6%	6%	6%	4.4%	N/A	This indicator is currently on target for Quarter 3 despite a rise in the number of service users that have returned within 91 days. No DoT is available as a data cleansing exercise has been undertaken for this quarter to ensure that inappropriate service users have been removed.	Adult Services
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	4,000	N/A	4,382	3,720	↑	This indicator has already exceeded the target set for the year.	Homes and Housing

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
PH1	Chlamydia diagnoses (quarterly, but with a time lag of up to two quarters)	Bigger is Better	475 positive cases	238 (Q2, 2013/14)	242 (Q2, 2013/14)	New Indicator	N/A	No DoT as this is a new indicator for 2013/14. The data is collected quarterly on a cumulative basis but lags by about 1-2 quarters, so the figures reported are for Q2, 2013/14. This indicator is performing better than target.	Public Health
CY13	% of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4%	4%	6.3%	4.6%	↓	By the end of December 2013, 96 children had come off a CP Plan, of which 6 of the children remained on the Plan for 2 years or more. <b>Corrective Action:</b> We are anticipating a much lower figure at the end of the year.	Children's Services
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	70%	61.2%	46.3%	47.4%	↓	This indicator is currently performing worse than target despite a rise in the uptake of service users using Self Directed Support. <b>Corrective Action:</b> The number of people who have received a service has risen dramatically with an extra 511 service users this year, which has had a detrimental impact on this indicator.	Adult Services
CY15	Number of new in-house foster carers	Bigger is Better	15	N/A	7 (YTD)	13	↓	No RAG rating as this indicator only has an annual target. Last year's recruitment was a general campaign and mainly attracted carers for young children. This year the service is specifically recruiting for carers for teenagers, which is proving more difficult.	Children's Services



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

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
New	% of corporate complaints escalated to Stage 2	Smaller is Better	10%	10%	8.2%	New Indicator	N/A	No DoT as this is a new indicator for 2013/14. This indicator is performing better than target and there has been a slight decrease of corporate complaints that have escalated to stage 2.	Corporate Health Indicator - provided by Exchequer Services
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	90%	87%	80%	↑	This indicator is within target tolerance and we are performing better than this time last year. The number of enquiries logged has decreased significantly from 1,139 (Q2) to 964 (Q3).	Corporate Health Indicator - provided by Exchequer Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	96%	95%	↑	This indicator is within target tolerance and performing better than the previous year. Due to preparations for One Oracle, however, iSupplier was turned off in October 2013 in readiness to migrate. This has had an impact and figures have increased due to reverting back to paper invoices from automatic invoicing.	Corporate Health Indicator – provided by Internal Shared Services
CS21	% customer satisfaction with the Contact Centre	Bigger is Better	85%	85%	90%	88%	↑	This indicator is performing better than target. Full resources are now available for the peak demand periods, resulting in a lower abandoned call rate. Satisfaction for Q3 is based on 6,185 surveys.	Customer Services
CS1	% of Council Tax collected	Bigger is Better	97%	85.95%	85.74%	85.95%	↓	This indicator is within target tolerance and performing to a similar level as this time last year.	Exchequer Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
CS2	% of NNDR collected	Bigger is Better	96.5%	85.6%	84.33%	85.55%	↓	The Service returned to an in-house operation from 1 <sup>st</sup> October 2013 (having formerly been administered by Barking & Dagenham) and the indicator is within target tolerance. The slight drop in collection is due to recent significant increases to the gross debt (Tesco distribution unit) and large increases in Rateable Value. Measures are being introduced to bring this back on track.	Exchequer Services
CS3	Speed of processing new HB/CTB claims (days)	Smaller is Better	24 days	24 days	21 days	36 days	↑	This indicator is performing better than target and better than this time last year. There has been consistent improvement in 2013/14. The Service continues to strive towards the overall target of 24 days as the cumulative performance is 29 days.	Exchequer Services
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days)	Smaller is Better	18 days	18 days	18 days	29 days	↑	Performance is better than target and better than this time last year. There has been consistent improvement in 2013/14. The Service is also performing better than target cumulatively (16 days).	Exchequer Services
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	9.7 days	7.9 days	↓	This indicator is performing worse than target and worse than this time last year. The methodology changed in 2013/14 to include Homes in Havering staff. This includes a number of high level cases that have now been closed. <b>Corrective Action:</b> Active management of absence cases is a high priority with a strong emphasis on supporting managers to deal with cases in a timely manner.	Corporate Health Indicator - provided by Internal Shared Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	90%	78%	55.8%	↑	This indicator monitors the percentage of corporate complaints completed within ten days from the total number of complaints received and logged onto the CRM database. While this indicator is below target, it is performing better than last year. A review of the complaints process has indicated that there may be an element of under reporting and repeat reporting. Our processes are currently being reviewed to tackle both these issues.	Corporate Health Indicator - provided by Exchequer Services
TBC	% of queries resolved at first point of contact	Smaller is Better	TBC	TBC	TBC	TBC	TBC	We are not able to report on First Contact Resolution as the management information reports and processes required to enable us to capture this data are still being developed. We should be able to report on this in 2014/15.	Customer Services

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

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
CSP1	The number of burglaries reported	Smaller is Better	2,580	1,935	1,700	1,972	↑	The number of burglaries reported is better than target. As of Q3, Havering has recorded a -13.4% reduction in Burglary, compared to a regional average of -7.4%. Of the 32 London Borough's Havering ranks as 11th best performing this financial year.	Corporate Policy and Community

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
CSP2	The number of anti-social behaviour incidents reported	Smaller is Better	5,970	4,477	4,616	6,291	N/A	The number of ASB calls is better than target. However, the total number of calls at 4,616 is -19.6% lower than for the same period last year when there had been 5,738 (1,122 fewer calls of ASB to police). The police recording system for ASB has changed as of October 2013 which had a notable impact on the last quarter in which calls were 540 fewer than was anticipated. The new method of recording means current Q3 data is not comparable with the previous year Q3, so not DoT produced.	Corporate Policy and Community
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7	7	5	13.4	↑	Performance is measured as a cumulative average taken as a snapshot from the last Thursday of every month across the year to date. All figures are taken from the UNIFY system. With regard to the overall number of delays (2 i), performance continues to show some considerable improvement with only 9 delays in November. This has allowed us to have an outturn of only 5 delays per 100,000 population. At the same stage last year our outturn was 14.4 delays per 100,000.	Adult Services
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	35	27.9 (Q3, 2012/13)	27.7 (Q3, 2011/12)	N/A	No RAG rating or DoT as the figures do not correspond to the annual target. This is because ONS release conception statistics 14 months after the period to which they relate. The most recent figures released by ONS are for Q3, 2012/13. There has been a drop in this quarter with 24 conceptions which leads to the rolling average decreasing from 29.9 per 1,000 girls (Q2, 2012/13) to 27.9 per 1,000 girls (Q3, 2012/13).	Public Health

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 3 Target	2013/14 Quarter 3 Performance	2012/13 Quarter 3 Performance	DOT	Comments	Service
PH3	Take up of NHS Health Checks (quarterly)	Bigger is Better	16.5% offered 49% of those offered, received	12.4% offered 49% of those offered, received	13.14% offered 34.2% of those offered, received	7.6% offered 59.1% of those offered, received	N/A	<p>No RAG rating or DoT as this measures the interaction between two targets.</p> <p>Performance is better than target and the indicator is above the required trajectory to achieve the annual offered target. We will need to offer 2,296 eligible patients a health check in Q4.</p> <p>The number of health checks delivered has increased by 1,201 (compared to 2012/13), however, the % of offers that have been received has decreased due to a significant increase in offers. The cumulative offered Health Checks to date have increased by 5.5% (3,693) compared to 2012/13.</p>	Public Health

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