



## **TOWNS & COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE AGENDA**

<b>7.30 pm</b>	<b>Tuesday 8 April 2014</b>	<b>Town Hall, Main Road, Romford</b>
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Members 9: Quorum 3

### **COUNCILLORS:**

#### **Conservative ( 5 )**

Wendy Brice-  
Thompson  
(Vice-Chair)  
Osman Dervish  
Barry Oddy  
Garry Pain  
Linda Trew

#### **Residents' ( 2 )**

Linda Hawthorn  
(Chairman)  
June Alexander

#### **Labour ( 1 )**

Paul McGeary

#### **Independent Residents' ( 1 )**

Michael Deon Burton

**For information about the meeting please contact:**

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## **What is Overview & Scrutiny?**

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

They have a number of key roles:

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

The committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations.

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

## **Terms of Reference**

The areas scrutinised by the Committee are:

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

## **AGENDA ITEMS**

### **1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) - receive.

### **2 DECLARATION OF INTERESTS**

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

### **3 CHAIRMAN'S ANNOUNCEMENTS**

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

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

To approve as a correct record the minutes of the meetings of 13 February 2014 and to authorise the Chairman to sign them.

### **5 CORPORATE PERFORMANCE REPORT - QUARTER THREE 2013/14 (Pages 5 - 26)**

The Committee is to consider a report on the Corporate Performance Information as agreed by Cabinet at its meeting on 19 March 2014.

### **6 CABINET REPORT REVIEW - RAINHAM LIBRARY & LIFELONG LEARNING CENTRE**

The Committee is to note the verbal update to the Cabinet Report.

### **7 ESTATE MANAGEMENT TOPIC GROUP REPORT (Pages 27 - 36)**

The Committee is to note the report of the Topic Group and consider to add its recommendations to its Work Programme.

### **8 URGENT BUSINESS**

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

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



**MINUTES OF A MEETING OF THE  
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE  
Town Hall, Main Road, Romford  
13 February 2014 (7.30 - 8.25 pm)**

**Present:**

Councillors Linda Hawthorn (Chairman), Wendy Brice-Thompson (Vice-Chair), June Alexander, Barry Oddy, Garry Pain, Paul McGeary, Michael Deon Burton and Frederick Thompson

Apologies for absence were received from Councillor Osman Dervish and Councillor Linda Trew.

+ Councillor Frederick Thompson substituted for Councillor Dervish.

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

**51 MINUTES**

The minutes of the meeting of the Committee held on 28 November 2013 and the minutes of the Joint (all) Overview & Scrutiny Committee held on 23 January 2014 were agreed as a correct record and signed by the Chairman.

**52 CABINET REPORT UPDATE - RAINHAM TRAFFIC MANAGEMENT SCHEME - OPEN SPACE APPROPRIATION**

In accordance to the Council's Continuous Improvement Model, the Committee received an update briefing on the Cabinet report that outlined the appropriation of land for highway purposes in order to construct an extension to Viking Way and facilitate a one-way system in Rainham Village.

In June 2009, Cabinet agreed the Rainham Compass regeneration programme, which included as one of its key improvement projects a traffic management scheme to allow one-way working and short-term parking on Upminster Road South, through the extension of Viking Way.

The proposal detailed the appropriation of 880 square metres of Open Space under the Local Government Act 1972, Section 122 (2A), Appropriation of Land for Highway purposes. The open space was situated at Rainham Recreation Ground and the appropriation was required to enable the extension of Viking Way to Upminster Road South as part of the £1.5m Rainham Traffic Management Scheme.

Following a consultation period of four weeks which ended on 15 July 2011 no objections or representations were received by the Council from local residents or shop keepers. On this basis Cabinet decided to implement the scheme which has since been delivered and is now operational.

The Committee noted the update.

### **53 PRESENTATION ON PARKING AND GARAGES PROJECTS**

At the request of the Committee, Members received a briefing on the parking and garages projects from the Housing Services Manager - Homes & Housing and Project Officer - Parking & Garages.

The briefing informed the Committee that the project was established to focus on areas that affected Housing Revenue Account (HRA) land; in particular (i) access to it (ii) the effects of parking provision from new developments on residents and Homes & Housing Estates / land generally and (iii) maximising garage income.

During the information gathering process, data was collated from Estate wardens, Councillors, residents' suggestions/complaints, PCN data and also from partnership working with Traffic and Parking Control Services.

There were three strands to the approach to the project:

- Generic parking issues,
- Access Licences
- Garage Management

#### **Generic Parking Issues**

This involved collating evidence of issues and background information. Prioritising the issues according to severity, complaints/Members' Enquiries, blue badge holders. The project was piloted in the following three locations chosen and measured in addressing issues that were now underway.

- Waterloo
- Kingsbridge Circus
- St Helen's

#### **Access Licences**

The project was keen to protect Council's interests and assets whilst preventing easements claimed by prescription.

It identified that historically this had not been not managed effectively following benchmarking with other neighbouring boroughs who reflected a similar picture.

Fees setting which represented costs incurred by the Council to issue licence, chase those not paying licences, clarify what the licence is for and reinforce the benefits residents derive from the Council allowing their access. The project thus recognised that there was the opportunity to increase revenue.

### **Garage Management Strategy**

The Committee was informed that the 52% voids garages in Briar Estate had been reduced following the Briar redevelopment and disposals.

In relation to maximising garage income the project identified best practice in Lambeth Council, where they quoted a voids rate of as low as 2% which they attributed to the following factors:

- Establishing a dedicated internal repairs team
- A small number of officers taking ownership of garage lets
- Refurbishing of 'moth-balled' sites

### **Going forward**

The Committee was informed that the project continues to address parking issues in order of priority. The plan was to issue access licences to all residents who require one and ensure invoicing of all those that should be paying.

The overall aims of the projects were to tackle longstanding parking issues on HRA land and reduce void percentage of garage sites by managing them effectively whilst increasing revenue.

The Committee noted the presentation.

## **54 PRESENTATION ON THE CURRENT HOUSING BUSINESS PLAN AND THE IMPACT ON THE GOVERNMENT 'S PROPOSED CHANGES TO THE POLICY ON RENT**

At the request of the Committee, Members received a briefing from the Head of Homes and Housing on the Government's proposed changes to the policy on rent and its impact on the Council.

The Committee was informed on how the Council currently set rent.

The briefing detailed that the current rent restructuring regime that started in 2002 provided that each property had a target or formula rent based on capital values and local incomes. The current formula was originally designed to bring Council and Housing Association rent levels nearer to each other.

The Committee was informed that under the current formula, the HRA had not yet met up with target rent levels. The Government's new proposal intended to end rent restructuring from 2015/16. This new proposal would therefore be a problem in Havering as the Havering's rent were yet to reach target rent levels.

The Committee noted the following impact on the HRA:

1. That identical properties side by side would have different rents as the Council was now offering new tenancies at the target rent whilst older tenants were catching up.
2. That following the closure of the consultation in December 2013, Havering was seeking an exemption from the new policy, to allow the Council to continue with the old regime as current tenants would never reach target rents on the basis of the restructuring. A response was still awaited from central Government.
3. That if the Council was to move to the new proposed scheme, it could potentially incur a very high loss in revenue.

The Committee noted the presentation.

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**Chairman**





### 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]

<b>SUMMARY</b>
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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.			

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.			

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>			

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></p> <p>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></p> <p>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></p> <p>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.

<b>REASONS AND OPTIONS</b>
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**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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# **TOWNS AND COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE**

## **REPORT**

**8 April 2014**

**Subject Heading:**

Estate Management Topic Group Report

**CMT Lead:**

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**Policy context:**

### **SUMMARY**

This report contains the findings and recommendations that had emerged after the Topic Group scrutinised the subject selected by the Committee in July 2013.

The environmental, equalities & social inclusion, financial, legal and HR implications and risks are addressed within the Topic Group's report.

## **RECOMMENDATIONS**

That Members:

1. Note the report of the Towns & Communities Overview and Scrutiny Committee Topic Group (attached)
2. Decide whether to refer the recommendations of the Topic Group to Cabinet.

## **REPORT DETAIL**

At its meeting on 4 July 2013, the Towns & Communities Overview and Scrutiny Committee agreed to start a topic group to review Estate Management Services within Homes & Housing.

Attached is a copy of the topic group's report. The report includes details of the scrutiny work undertaken by Members in reaching the recommendations set out.



## **1.0 BACKGROUND**

- 1.1 At its meeting on 4 July 2013, the Towns & Communities Overview and Scrutiny Committee agreed to start a topic group to scrutinise the Council's Estate Management Services within Homes & Housing.
- 1.2 The membership of the Topic Group was open to all members of the Committee. The following Members participated in the review, Councillors Linda Hawthorn (Chairman), Wendy Brice-Thompson, June Alexander, Paul McGeary and Michael Deon Burton.
- 1.3 The Topic Group met on two occasions and carried out site visits with officers, including Peter Doherty, Housing Services Manager – Homes & Housing, to three council estates in the borough.

## **2.0 SCOPE OF THE REVIEW**

- 2.1 At the initial scoping meeting, Members suggested that the Topic Group should consider the following:
  - To understand the role of a Tenant Liaison Officer or its equivalent.
  - To understand the various inspections that took place on Estates, any that do not take place and the reasons for this.
- 2.2 The following objectives were agreed for the review:
  1. Review of the role of Tenant Liaison Officer/Neighbourhood Officer
  2. To understand more fully the Property Inspection process including Garden Inspections
  3. Assistance for the elderly on garden maintenance
  4. To gain an appreciation of the Housing enforcement process
  5. To undertake a walkabout or site visit with officers

## **3.0 FINDINGS**

- 3.1 At the request of the Committee, the Head of Homes & Housing attended the meeting and provided Members with an insight into the Estate Management Policy. The Committee was informed that the current Council Housing stock stood at about 9,734 tenancies of which 2,251 are leasehold properties.
- 3.2 That Homes & Housing staff main office remained in Chippenham Road and customers had access via the Contact Centre. There were currently 16 tenancy and neighbourhood management officers.
- 3.3 Peter Doherty - Housing Services Manager presented to members of the Topic Group on two sessions giving an insight to the Estate Management Service and staff structure.

### **Staff restructure in Homes and Housing relating to estate management.**

- 3.4 The Topic Group was taken through the restructure in the Homes & Housing Service. It was explained that the rationale for the restructure gave particular emphasis to the changes affecting estates.
- 3.5 There were four managers reporting directly to Sue Witherspoon (Head of Homes and Housing). Of the four, three had a central role in managing the Council's estates; Kevin Hazlewood (Property Services), Peter Doherty (Housing Services) and Marina Crofts (Community Services).
- 3.6 From January 2014 the new role of Community Services Manager (Marina Crofts) would be responsible for managing the Caretaking and Cleaning Services. Peter Doherty would be responsible for managing the Neighbourhood Services Team, which would no longer be undertaking estate inspections. The Neighbourhood Officers would however be taking over responsibility for managing all aspects of anti-social behaviour which would result in the former Anti Social Behaviour Team being deleted.
- 3.7 Estate Inspections would be undertaken by a new Estate Inspection Team (on one year fixed term contracts – pending the corporate review of Streetcare and Homes and Housing's Estates Services). The Estate Inspection Team was made up of four officers (including one senior officer) and would be responsible for monitoring the estate based contracts and service standards: caretaking and cleaning, grounds maintenance and maintenance (communal repairs). The team would also be responsible for developing a comprehensive estates improvement programme with residents and block representatives.
- 3.8 Given the above changes, the Estate Inspection Team was likely to develop a new approach which would aim to prioritise estate inspections and make better use of staffing resources.
- 3.9 A new Community Engagement Team had been established reporting to Marina Crofts. The team would be responsible for all aspects of resident involvement reflecting the changes made in this area in the new Community Engagement Strategy which replaced the former Resident Involvement Strategy.
- 3.10 The Topic Group was informed that the restructure came in to effect on 5 January 2014.

### **Estate Inspections' Methodology - Prior to Restructure**

- 3.11 The Group was informed that inspection was currently being undertaken on an ad hoc basis with the new teams whilst the service established a new process that was envisaged to be in place in April / May 2014.
- 3.12 The estate inspections were presently undertaken by staff within two different teams; the estates service and the tenancy and neighbourhood service.

- 3.13 The Senior Caretakers carried out monthly inspections of internal communal areas and the tenancy and neighbourhood services officers undertook monthly inspections of the external communal areas.

### **Senior Caretakers**

- 3.14 The Senior Caretakers made a manual record of their inspections which were taken back to the Macon Way office and loaded onto a spread sheet by the Administrative Assistant. The assistant raised any required works via the Contact Centre. In addition to checking on the repair condition of the internal areas, the Senior Caretaker checked on the standard of cleanliness and 'scored' this. Again, a manual record was kept of this.

### **Tenancy and Neighbourhood Services officers**

- 3.15 The external communal areas were also 'scored' by the Tenancy and Neighbourhood Services officers during their inspections. They used a handheld device called a Personal Digital Assistant (PDA). The scores were from zero to three and any category scoring zero or one would be reported as a service standard failure needing to be remedied.
- 3.16 A programme was set up on the PDAs to allow staff to score each category of inspection such as grounds maintenance, repairs, lighting, litter, fly tips, abandoned vehicles or sheds. Currently staff had to enter individual blocks onto the PDA rather than just the Estate name. This was considered to be more time consuming than necessary. During an estate inspection they might need to make 20 to 30 separate entries that then needed to be scored for each category.
- 3.17 In addition, the Tenancy and Neighbourhood Services officers carried out monthly inspections of garages and play sites on Council estates. These were also programmed on the PDAs and the same scoring was used.
- 3.18 Following the estate inspections, the PDA information was down loaded by the officer who would also raise separate requests for repairs via the Contact centre.

### **Performance Measurement**

- 3.19 There were performance indicators in place to measure the percentage of inspections carried out on time and also the percentage of inspections achieving the target score of one or two.
- 3.20 Overall, the process was in need of review as improved technology could make the process much more efficient. The new structure had created a dedicated team of inspectors to undertake the whole process. This team would also check the caretaking standards, making it a more independent process.

### **Topic Group Visits**

3.21 The Topic Group visited the following council estates in company of officers from the Homes & Housing Service in order to understand the inspection regime.

1. Milan Square/Bader Way (Mungo Park Estate)
2. Macon Way/Waycross
3. Briar Road

### **Milan Square / Bader Way**

3.22 Members commented positively on the presentation of the estate in particular the resurfacing of the car park that was being completed at the time of the visit and the installation of a new, secure cycle shed with capacity to store up to 25 cycles.

3.23 Members were also impressed with the recently installed play site on the green in the square. Members were informed that a minority of residents had raised objections prior to the facility being installed because they were concerned it might add to the anti-social behaviour that was being experienced in the area. However, following installation a majority of the same residents spoke very positively about the benefits that the play site had brought to the estate.

3.24 A Member enquired as to why all the estates could not have all the same facilities as on this estate. In effect each estate had its own requirements and it did not necessarily follow that all estates would want or would need, for example, a play site. Going forward the new Estate Inspection Team would be working with Block representatives and residents to identify estate improvements and to develop a new process for prioritising such works, funded from the estate improvement budget.

3.25 An internal inspection of the blocks highlighted a number of issues that needed to be addressed.

- Bicycles in the hallway (a Health & Safety concern)
- A mobility cycle parked in a hallway
- Encouraging the use of pram sheds as they seem not to be in use
- Effective use of the drying areas with consideration being given to their development potential

### **Briar Road**

3.26 The Topic Group was very impressed with the new playground that was being installed on Boswell Fields and felt that this would be well received by residents particularly given the number of children living in the vicinity. Members commented more generally on the improvements to Briar Road and

its improving reputation which owed much to the work of the Briar Road Action Group (BRAG).

- 3.27 Some concerns were raised about the parking issues on the estate resulting from the garage redevelopment programme and on the poor lighting of roads and communal areas throughout the estate. There were also a number of vandalised low level light columns on the estate. Members were informed that lighting was going to be part of the general upgrade to communal areas.
- 3.28 The inspection highlighted that weeding was an issue that particularly needed to be addressed.

### **Macon Way / Waycross**

- 3.29 Members were impressed with the high standards of grounds maintenance and the cleanliness of the external environment and the internal blocks. A Member praised the caretaker / cleaner working on the estate.
- 3.30 Members of the Topic Group highlighted the lack of adequate parking spaces available for residents particularly in the evening and weekends. Concerns were also raised regarding access for emergency vehicles due to the parking situation.
- 3.31 The Topic Group also made comments about the large areas of hard surface that could potentially be used to alleviate the problem but noted that such works would be covered within the parking and garages project being sponsored by the Cabinet Member for Housing.
- 3.32 A Member also commented on the condition of the playsite, the Group was informed that this was being upgraded as part of this year's environmental improvements.
- 3.33 The Topic Group's inspection of this estate highlighted the following issues that need to be addressed:
- Two blocks appeared to have been overlooked as part of the internal redecoration programme that took place last year
  - Poor drainage on some of the green space areas.

The Topic Group had found the entire review a worthy review to undertake as the exercise had provided them with an insight into the Estate Management Service. Members of the group wished to place on record their appreciation of the support and cooperation from the officers who contributed to the review.

## **4.0 RECOMMENDATIONS**

The Topic Group make the following recommendations to the Towns and Communities Overview and Scrutiny Committee:

1. That appropriate Homes & Housing officers attend a future meeting of the Committee to provide an update on the work of the new Estate Inspection Team and any other new initiatives.
2. That Homes & Housing undertakes a review of its large unused drying areas to establish whether they could be put to any alternative use e.g. redevelopment purposes.
3. That Homes & Housing addresses the health and safety risks posed by clutter, bikes and mobility scooters in its communal areas.
4. That the Committee be kept informed of progress on the project which is considering the potential areas for integrating Housing caretaking/estates services and Streetcare.
5. To consider whether the large areas of vacant land on some of the estates could be put to better use.

## **ACKNOWLEDGEMENTS**

During the course of its review, the Topic Group was supported by the following officers:

Peter Doherty – Housing Services Manager - Homes & Housing  
Roy Ojelade – Estate Services Manager  
Joan Macro – Housing Officer

## **IMPLICATIONS AND RISKS**

### **Financial Implications and Risks:**

There are no financial implications arising directly as a result of this report.

### **Legal Implications and Risks:**

There are no apparent legal implications in noting this report.

### **Human Resources Implications and Risks:**

### **Equalities and Social Inclusion Implications and Risks:**

There are no specific equalities and social inclusion risks arising from these recommendations at this time.

### **Background Papers List**

None

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