



Public Document Pack

Havering
LONDON BOROUGH

CABINET

7.30 pm	Wednesday 30 July 2014	Council Chamber - Town Hall
----------------	-----------------------------------	--

Members 9: Quorum 5

Councillor Roger Ramsey (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Robert Benham

Environment

Councillor Wendy Brice-Thompson

Adult Social Services and Health

Councillor Meg Davis

Children and Learning

Councillor Osman Dervish

Regulatory Services and Community Safety

Councillor Melvin Wallace

Culture and Community Engagement

Councillor Damian White

Housing

Andrew Beesley
Committee Administration Manager

For information about the meeting please contact:

Grant Soderberg tel: 01708 433091

e-mail: grant.soderberg@onesource.co.uk



**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 - 8)

To approve as a correct record the minutes of the meeting held on 19 March 2014, and to authorise the Chairman to sign them.

5 REQUISITION OF CABINET MEMBER DECISION REGARDING PRIMARY SCHOOL EXPANSION PHASE II (Pages 9 - 32)

6 ESTATE MANAGEMENT TOPIC GROUP (Pages 33 - 40)

7 LOCAL IMPLEMENTATION PLAN - ANNUAL SPENDING SUBMISSION 2015/16 (Pages 41 - 52)

8 CORPORATE PERFORMANCE - QUARTER 4 2013/14 (Pages 53 - 72)

9 CORPORATE PERFORMANCE - ANNUAL 2013/14 (Pages 73 - 100)

10 THE CARE ACT 2014 (Pages 101 - 116)

11 YOUTH OFFENDING SERVICE AND EARLY HELP (Pages 117 - 122)

Public Document Pack Agenda Item 4



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 19 March 2014
(7.35 - 8.35 pm)

Present:

Councillor Steven Kelly (Leader of the Council), Chairman

Councillor Michael Armstrong

Councillor Andrew Curtin

Councillor Robert Benham

Councillor Roger Ramsey

Councillor Paul Rochford

Councillor Geoffrey Starns

Councillor Barry Tebbutt

Councillor Lesley Kelly

Cabinet Member responsibility:

Deputy Leader of the Council and
Cabinet Member for Transformation

Cabinet Member for Towns and
Communities

Community Empowerment

Value

Children & Learning

Community Safety

Client Services

Housing

Councillors Clarence Barrett, Linda Hawthorn, Paul McGeary, Sandra Binion, and Denis Breeding also attended.

There were no disclosures of pecuniary interest.

The Chairman announced the evacuation procedures in the event of an Emergency

Unless otherwise indicated, all decisions were agreed unanimously without any Member voting against.

118 **MINUTES**

The minutes of the meeting held on 12 February 2014 were agreed as a correct record and were signed by the Chairman.

119 **TO ENTER THE LONDON HIGHWAYS ALLIANCE CONTRACT AND TO APPROVE THE CONTRACT EXTENSION OF THE HIGHWAYS & STREET LIGHTING TERM CONTRACTS**

Councillor Barry Tebbutt, Cabinet Member for Client Services, introduced the report

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

Cabinet was informed that the LoHAC contract would allow the Council to make informed choices about highway works and gave it the flexibility to have multiple works undertaken at the same time in order to ensure there was a minimum of disruption to highways across the borough whilst the street lighting provision would bring savings to the Council whilst ensuring that the borough was provided with the latest technology in the field.

There was some discussion about the start/finish dates of the contract by Cabinet especially as it was maintained that the contract was for a period of eight years.

Reasons for the Decision

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

Alternative Options Considered

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

Cabinet agreed:

1. 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. 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 it **approved** the appointment of Ringway Jacob's as the North East London Area LoHAC partner.

3. To review the LoHAC framework rates after 1 year to determine if the rates were favourable and to explore the greater opportunities available prior to commencing any retender exercise for the existing highways and street lighting contracts.
4. **Delegated** 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.
5. **Approved** the framework contract to run for a period of 8 years from either April 2013 or April 2014 subject to agreement.

NOTE: Subsequent to the meeting, it was confirmed that the LoHAC framework contract was for 8 years and commenced on 1 April 2013 and would run until 31 March 2021.

120 **PROPOSED CROSSRAIL COMPLIMENTARY MEASURES GRANT FUNDING APPLICATION**

Councillor Robert Benham, Cabinet Member for Community Empowerment, introduced the report

The report described developing partnership work between the Council, Transport for London (TfL) and Crossrail aimed at securing funding for public realm regeneration programmes at three Network Rail stations in the borough. These stations were Romford, Gidea Park and Harold Wood.

Cabinet was informed that In order to support improvements around the Crossrail stations TfL had 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 was called the "Crossrail Complementary Measures programme" within TfL's Strategy and Surface Planning Directorate and was in addition to other funding from Crossrail and Network Rail.

The report sought approval for the Council to make grant funding applications to TfL and, should the bids be successful, to act as the accountable body for the grants. It also sought 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.

Councillor Benham identified works already being undertaken to improve the environment around Harold Wood station and thanked Councillor Andrew Curtin for his support and enthusiasm. Councillor Benham clarified that the works to be undertaken using this funding would be to improve the environment immediately surrounding the three stations and integrate them into environmental improvements already being undertaken in the area.

Reasons for the Decision

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

In order to maximise the benefits of these opportunities to Havering, a decision by Cabinet was required to authorise the submission of funding bids in excess of £500,000. The Constitution set 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 required the provision of additional finance or match funding or were likely to lead to residual costs or implications for the Council or where the amount of the grant application exceeded £500,000.

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

Alternative Options Considered

Submitting bids above £500,000 required Cabinet approval, without which there were no other options for approval.

Cabinet:

1. Agreed to the development and submission of grant funding applications to the Crossrail Complementary Measures Board.
2. Agreed that the Council be identified as the accountable body for this grant funding.

3. Considered that the provision of Council funding - subject to resources being available - such potential allocations should be approved by Members at a later date.

121 **AWARDING RETAIL RATE RELIEF FOR THE 2014/2015 AND 2015/2016 FINANCIAL YEARS**

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

The report provided 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.

In its Autumn Statement of 5 September 2013, the Government advised that a reduction in rates payable of up to £1,000 would be available to "retail occupied" premises which had a Rateable Value of £50,000 or less

This relief was 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).

The "retail" relief awarded by the Council - if made in accordance with the Government Guidance - would be fully reimbursed.

The Policy proposed fully reflected the guidance to award relief to "occupied retail premises", and would be awarded for the 2014/2015 and 2015/16 financial years only.

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 was a test on "use" rather than "occupation", therefore, hereditaments which were *occupied* but not wholly or mainly *used* for the qualifying purpose would not qualify for the relief.

Reasons for the decision:

Awarding the relief would be in accordance with the Government's intentions as detailed in the Autumn Statement and the DCLG Business Rates Retail Relief Guidance.

Other options considered:

None appropriate.

Cabinet agreed that:

1. Council award "Retail Relief" of up to £1000, assessed and calculated on a daily basis in line with the Government's base scheme as shown in the 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 had 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;

2. The business to qualify for the relief must be “retail” as detailed in the report;
3. Council, through the National Non-Domestic Rate Return process, sought full reimbursement of the cost of this relief from Central Government;
4. **Cabinet noted** that the detailed application of the scheme would 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”

122 CORPORATE PERFORMANCE REPORT, QUARTER 3 - 2013/14

Councillor Steven Kelly, Leader of the Council, introduced the report

The report set 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 identified where the Council was performing well (Green) and not so well (Amber and Red). The variance for the ‘RAG’ rating was:

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

Where the RAG rating was ‘Red’, a ‘Corrective Action’ box had been included. This highlighted what action the Council was taking to address poor performance, where appropriate.

Also included in the report is a Direction of Travel (DoT) column which compared performance in Quarter 3 2013/14 with performance in Quarter 3 2012/13.

Cabinet discussed various elements within the report such as having some of the percentages replaced by actual figures as they would provide a more cogent representation of scale. It also considered whether some descriptions needed to be clearer and, in respect of the Performance Indicators relating to Corporate Complaints, it noted the Chief Executive's comments about their veracity and that there had been a recent review to see what could be done to improve them.

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:

Not applicable.

Cabinet reviewed and noted the report

Chairman

This page is intentionally left blank

CABINET

30 July 2014

Subject Heading:

Requisition of Cabinet Member Decision regarding Primary School Expansions Phase 2

Cabinet Member:

Councillor Meg Davis
Councillor Roger Ramsey

CMT Lead:

Joy Hollister
Group Director,
Children, Adult & Housing

Report Author and contact details:

Lorraine Hunter-Brown
Committee Officer
Tel: 01708 432432
Lorraine.Hunter-Brown@onesource.co.uk

Policy context:

This decision has implications for all schools, located across all wards in the Borough.

Financial summary:

As detailed in the Executive Decision

Is this a Key Decision?

No

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

N/A

Reviewing OSC:

Children & Learning

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

- | | |
|---|-------------------------------------|
| Ensuring a clean, safe and green borough | <input type="checkbox"/> |
| Championing education and learning for all | <input type="checkbox"/> |
| Providing economic, social and cultural activity in thriving towns and villages | <input type="checkbox"/> |
| Valuing and enhancing the lives of our residents | <input checked="" type="checkbox"/> |
| Delivering high customer satisfaction and a stable council tax | <input checked="" type="checkbox"/> |

SUMMARY

This report advises the outcome of the consideration by the Children & Learning Overview and Scrutiny Committee of the requisition of the decision of the Cabinet Member for Children & Learning and Cabinet Member for Value at its meeting on 24 June 2014 in relation to the implementation of the Primary School expansion proposals for Phase 2 (attached as Appendix A to this report).

The Children & Learning Overview and Scrutiny Committee **PARTIALLY UPHELD** the requisition and the Cabinet is therefore invited to review the matter.

RECOMMENDATION

That Cabinet reviews the decision to proceed with the implementation for proposals to expand Parsonage Farm, Scots Primary and The RJ Mitchell Schools in the light of the decision by the Children & Learning Overview and Scrutiny Committee to uphold the requisition of them.

REPORT DETAIL

- 1.0 At a meeting on 20 November 2013, the Cabinet decided to initiate statutory processes to permanently expand the capacity of primary schools from September 2014. Following the statutory consultation process undertaken in February/March 2014, the Head of Learning and Achievement signed the (Non-Key Executive Decision on 24 March 2014 to proceed to the representation stage.
- 1.1 The representation stage, from 28 March to 25 April 2014, complied with statutory requirements by inviting representations from all interested parties on the proposals to permanently expand nine primary phase schools. A Statutory Notice, that included details of the expansion proposals for all nine schools, was published in the Romford Recorder on 28 March 2014; notices were also fixed to the entrance gates of each school and circulated to all interested parties, including all schools in Havering, neighbouring boroughs, the Diocese of Chelmsford and Dioceses of Brentwood and the Department for Education, as required by legislation. A Notice was also published on the Council's website with a link to further information about the proposals.
- 1.2 During the representation period, a total of 67 objection responses were received relating to 2 of the nine schools.

1.2.1 66 of these were received for Parsonage Farm Primary School of which included 2 petitions totalling 235 signatures from residents in the local area and 190 signatures from parents/carers. The objection comments raised specific concerns relating to:

- Road and Traffic Congestion
- Parking
- Pedestrian Issues
- Loss of playground space and overcrowding of existing ancillary facilities
- Potential rise in noise levels during school times

1.3 The Governing Body fully support the proposal to permanently expand Parsonage Farm School.

1.3.1 1 objection response was received for Hacton Primary School which highlighted the following issues:

- Potential increase in traffic in the area surrounding the school
- Short sightedness of the Local Authority's decision when schools were closed in the borough due to falling numbers
- Allowing establishment of free schools as opposed to expanding existing ones.

1.4 The Governing Body of the school fully support the proposal to permanently expand Hacton Primary School.

1.5 Seven schools namely; Broadford, Benhurst, Newtons, Schotts, RJ Mitchell, The Mawney and Suttons received no representations.

1.6 In an Executive Decision, dated 15 May 2014, the Cabinet Member for Children & Learning and Cabinet Member for Value subsequently approved the proposal to expand the capacity of the schools in the table as detailed below:

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION					
1. To approve the statutory proposal to expand the capacity of the following nine schools:					
SCHOOL	CURRENT CAPACITY	PROPOSED CAPACITY AS FROM	NUMBER ON ROLL AS AT JAN 2014	CURRENT PUBLISHED ADMISSION NUMBER	PROPOSED ADMISSION NUMBER
BROADFORD PRIMARY	330	420 FROM 1 SEPT 2014	360	45	60 FROM 1 SEPT 2014
BENHURST PRIMARY	315	420 FROM 1 SEPT 2014	311	45	60 FROM 1 SEPT 2014
NEWTONS PRIMARY	315	420 FROM 1 SEPT 2014	303	45	60 FROM 1 SEPT 2014
PARSONAGE FARM PRIMARY	486	840 FROM 1 SEPT 2015	467	90	120 FROM 1 SEPT 2015

SCOTTS PRIMARY	210	420 FROM 1 SEPT 2015	213	30	60 FROM 1 SEPT 2015
THE RJ MITCHELL	210	420 FROM 1 SEPT 2015	217	30	60 FROM 1 SEPT 2015
THE MAWNEY SCHOOL	296	630 FROM 1 SEPT 2016	297	60	90 FROM 1 SEPT 2016
SUTTONS PRIMARY	262	420 FROM 1 SEPT 2016	216	30	60 FROM 1 SEPT 2016
HACTON PRIMARY	378	546 FROM 1 SEPT 2016	371	50	78 FROM 1 SEPT 2016

2.0 Subsequently, in accordance with Paragraph 17 of the Overview and Scrutiny Committee Rules, a requisition signed by two Members representing more than one Group (Councillors Keith Darvill and David Durant) was received. The reasons for the requisition were stated as:

1. To consider the financial implications of the decision including the wider financial implications for the Council and individual schools arising from increasing admissions.
2. To consider the risks associated with the primary schools expansion programme as identified in the Notice of Key Executive Decision.
3. To consider the implications of the proposal to double the size of Parsonage Farm Primary School particularly the concerns of the parents and local residents over disruption to children's education and the impact of the expansion will have on the local environment.
4. To consider whether the schools identified for expansion will address particular local needs.

3.0 The Children & Learning Overview and Scrutiny Committee met on 24 June 2014 and considered the requisition as a matter of urgency (the minutes of the meeting are attached as Appendix B).

3.1 Having considered the Executive Decision of 29 September and officers' responses to the reasons for the requisition (reported orally at the meeting), and following debate, the Committee agreed that the decision to proceed with proposals for the expansion of Parsonage Farm, Scotts Primary and The RJ Mitchell Schools be referred back to Cabinet for further consideration.

Seven Committee Members voted to uphold the requisition on the above-named schools:

Councillors Nic Dodin, Gillian Ford, Phil Martin (Substitute for Councillor John Glanville), Reg Whitney, Julie Wilkes. Co-optees Phil Grundy and Anne Ling.

Three Committee Members voted not to uphold the requisition on the above schools:

Councillors Jason Frost, Carol Smith and Frederick Thompson (Substitute for Jason Chapman).

Councillor Philippa Crowder abstained.

- 3.2 The matter is therefore referred to Cabinet in accordance with paragraph 17 (e)(ii) of the Overview and Scrutiny Rules.

This page is intentionally left blank

APPENDIX A
14/60 +
appendices
1, 2, 2A, 2B
+ 3
DECISION NOW
MADE

Notice of KEY Executive Decision

Subject Heading:	Implementation of the Primary Expansion Proposals for Phase II – whether to proceed
Cabinet Member:	Cllr Paul Rochford Cabinet Member for Children & Learning
CMT Lead:	Joy Hollister Group Director Children, Adults & Housing
Report Author and contact details:	Mary Pattinson Head of Learning & Achievement mary.pattinson@havering.gov.uk 01708 433847
Policy context:	The proposed Primary School Expansions significantly affect more than two wards.
Financial summary:	Costs for the building works required for providing additional places at these ten schools is estimated at £12.35 million. Provision of £12.7 m has been made within the 2014/2015 Capital Programme to meet the costs of expanding these schools. There are wider financial implications for the Council and individual schools arising from increasing admissions some of which are currently being quantified and will be raised through the appropriate channels as necessary.
Reason decision is Key	The proposed Primary School Expansions significantly affects more than two wards.
Date notice given of intended decision:	4/04/2014

Key Executive Decision

Relevant OSC:	Children's Services
Is it an urgent decision?	No
Is this decision exempt from being called-in?	No

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

Key Executive Decision

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

1. To approve the statutory proposal to expand the capacity of the following nine schools:

School	Current Capacity	Proposed Capacity as from	Number on roll as at Jan 2014	Current Published Admission Number	Proposed Admission Number
Broadford Primary	330	420 from 1 Sept 2014	360	45	60 from 1 Sept 2014
Benhurst Primary	315	420 from 1 Sept 2014	311	45	60 from 1 Sept 2014
Newtons Primary	315	420 from 1 Sept 2014	303	45	60 from 1 Sept 2014
Parsonage Farm Primary	486	840 from 1 Sept 2015	467	90	120 from 1 Sept 2015
Scotts Primary	210	420 from 1 Sept 2015	213	30	60 from 1 Sept 2015
The RJ Mitchell Primary	210	420 from 1 Sept 2015	217	30	60 from 1 Sept 2015
The Mawney School	296	630 from 1 Sept 2016	297	60	90 from 1 Sept 2016
Suttons Primary	262	420 from 1 Sept 2016	216	30	60 from 1 Sept 2016
Hacton Primary	378	546 from 1 Sept 2016	371	50	78 from 1 Sept 2016

AUTHORITY UNDER WHICH DECISION IS MADE

Cabinet agreed, at its meeting on 20 November 2013, that power to take further decisions on Phase 2 of the Primary Expansion Programme be delegated to the Lead Member, Children's Services and the Lead Member for Value.

Key Executive Decision

STATEMENT OF THE REASONS FOR THE DECISION

Cabinet decided on 20/11/2013 to initiate statutory processes to permanently expand the capacity of primary schools from Sept 2014. Following the statutory consultation process undertaken in Feb/March 2014, the Head of Learning & Achievement signed the (Non Key) Executive Decision on 24/03/14 to proceed to the representation stage.

The representation stage, from 28 March to 25 April 2014, complied with statutory requirements by inviting representations from all interested parties on the proposals to permanently expand nine primary phase schools.

A Statutory Notice, that included details of the expansion proposals for all nine schools, was published in the Romford Recorder on 28 March 2014; notices were also fixed to the entrance gates of each school and circulated to all interested parties, including all schools Havering, neighbouring boroughs, the Diocese of Chelmsford and Diocese of Brentwood and the DfE, as required by legislation. A Notice was also published on the Council's website with a link to further information about the proposals.

During the representation period, a total of 67 objection responses were received relating to 2 of the nine schools.

66 of these were received for **Parsonage Farm Primary School** of which included 2 petitions totalling 235 signatures from residents in the local area and 190 signatures from parents/carers. The objection comments raised specific concerns relating to;

- Road and Traffic Congestion
- Parking
- Pedestrian issues
- Loss of playground space and overcrowding of existing ancillary facilities
- Potential rise in noise levels during school times.

The Governing Body of the school fully support the proposal to permanently expand Parsonage Farm Primary School.

1 objection response was received for **Hacton Primary School** which highlighted the following issues;

- Potential increase in traffic in the area surrounding the school.
- Short sightedness of the LA's decision when schools were closed in the borough due to falling numbers
- Allowing establishment of free schools as opposed to expanding existing ones.

The Governing Body of the school fully support the proposal to permanently expand Hacton Primary School.

Seven schools namely; Broadford, Benhurst, Newtons, Scotts, RJ Mitchell, The Mawney and Suttons received no representations.

Recommendation

To make a decision on each expansion proposal as set out in the Decision –maker guidance – Appendix 1

Key Executive Decision

OTHER OPTIONS CONSIDERED AND REJECTED

Do Nothing - This is not practical due to the legal and statutory obligation placed on the Council to provide sufficient school places and the pressures currently faced across the Borough.

Expansion of Schools – This preferred option has the support of each School's Governing Body and local community and forms part of the wider development of the Schools for which funding has been made available within the Capital Programme.

PRE-DECISION CONSULTATION

A summary of representations received and officers' comments on them is included in Appendix 2. Most were considered to be addressed by the implementation plans that have been made, especially related to the impact of the expansion on the local environment. Whilst the Council appreciates the potential difficulties that may arise the Council considers that these are overridden by the Council's statutory duties to provide sufficient places for the forecast long term increase in primary pupil numbers. If expansion plans are not progressed then the probability is that there will be school age children within Havering without the ability to secure a place in a local school.

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Mary Pattinson

Designation: Head of Learning and Achievement

Signature:

Date: 6 May 2014

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The Council has a statutory duty to ensure sufficient primary and secondary education is available to meet the needs of the population of their area (Section 13 Education Act 1996). It is clear that without a strategy to increase the provision within the Borough over the next few years the Council may fall into breach of its statutory duty.

A lawful consultation requires that the consultees have sufficient information and time to comment meaningfully. In the context of this consultation the details of who has to be notified is set out in legislation. Then the decision maker must conscientiously take into consideration the views and representations made by the consultees before arriving at a decision. These are set out at Appendix 2. There appears to be a minimal risk of a challenge to the consultation process if the above principles are adhered to.

The decision-maker should consider the views of those affected by a proposal or who have an interest in it, including cross-LA border interests. The decision-maker does not necessarily need to simply take account of the numbers of people expressing a particular view but could also decide to give greater weight to responses from those stakeholders likely to be most directly affected by a proposal – especially parents of children at the affected school(s).

The decision can be to approve, reject or modify the proposals in the light of the statutory consultation responses.

FINANCIAL IMPLICATIONS AND RISKS

Expansion of these schools will have significant financial implications for both the local authority and the individual schools:

CAPITAL

Work to physically expand the schools to accommodate additional pupils will be needed. Latest cost estimates are as follows:

Estimated Costs

Detailed schemes are still being developed but at this stage costs are estimated as follows:

Broadford Primary	650,000
Benhurst Primary	1,000,000
Newtons Primary	1,100,000
Scotts	2,250,000
RJ Mitchell	2,650,000

Key Executive Decision

Parsonage Farm	2,200,000
Mawney (note 1)	2,500,000
Hacton (note 2)	0
Suttons (note 3)	0
TOTAL	£12,350,000

Funding

The 14/15 Capital Programme includes funding of £12.7m for the above schemes. . Virements will need to be arranged between individual schemes but overall estimated costs can be contained within the overall funding available. Current costs estimates are £350k less than this. At this stage it is suggested that this remain within the phase 2 primary expansion programme as costs may rise as these/other schemes are developed in detail. Should it be possible to keep costs within the funding available then this will reduce the amount of LBH resources (not grant) required to fund this programme. In addition to the above capital works it may be necessary to provide short term temporary accommodation for which funding is expected to be released from contingency. See note 1 re Mawney which is not currently covered by this expectation.

Note 1 - Although the Mawney primary school is due to be rebuilt as part of the Priority Schools Building Programme (PSBP), part of the building will initially need to be relocated in mobile classrooms in the school's car park to enable the building works to take place. The relocation costs are estimated at £800k although detailed plans are still being considered and wherever possible will be undertaken in a way that will allow capital funding to be utilised. Should this not be the case then provision of short term temporary accommodation would need revenue funding to be identified. An additional £1,700,000 will be required to fund an expansion at the Mawney to provide one additional FE.

Note 2 - Although Hacton primary school is due to be rebuilt as part of the PSBP programme, the Education Funding Agency (EFA) originally indicated that a contribution of £500k was required to re-provide the Hearing Impairment Unit in the new school building. Following negotiations the EFA have agreed to meet these costs.

Note 3 – Suttons primary school is due to be rebuilt, including expansion, as part of the PSBP programme, all costs are expected to be met by the EFA.

Associated Revenue Implications

The revenue implications for schools are that, in creating an additional class from September 2014, additional resources will be incurred particularly for teaching and support staff. From the financial year 2015/16 the schools will receive additional funding through their budget shares as the pupils will be on roll at the date of the pupil census that is used to calculate funding. For the period September 2014 to March 2015, however, additional resources will need to be provided. These will be met from a pupil growth contingency held within the Schools Budget (funded by the Dedicated

Key Executive Decision

Schools Grant) as agreed by the Schools Funding Forum. A similar situation will arise for those places created from September 15.

The demand for increased funding to be held as a pupil growth contingency from a ring-fenced DSG is likely to result in less funding being available for distribution to schools putting at risk the ability of schools to maintain current levels of expenditure. School are, however, guaranteed through DFE financial regulations to not have their funding reduced by greater than 1.5% per pupil.

Revenue Implications for the Local Authority

It should be noted that an increase in school admissions across the Borough may also have a 'knock-on effect' on other LA budgets such as special educational needs, home to school transport, etc. The details of this are currently being quantified and any pressures arising will be addressed through the appropriate channels. As mentioned previously, the DSG allocation to Havering will be increased from 2015/16 reflecting increased pupil numbers. Most of this will be allocated to schools but there may be some available to fund other pupil related pressures.

Risks

There are a number of risks associated with the primary expansion programme as follows:

- Variation in demand for school places from that forecast, either leading to a requirement for further spend and/or places being delivered which aren't filled. Given that past trends have shown a higher than anticipated increase the latter is unlikely.
- Increased costs either as detailed schemes are progressed, as a result of the tendering process or due to additional demand.
- There may be insufficient funding to meet all costs in which case the contingency plan would be to utilise borrowing however this would result in additional revenue costs to the Council and that would increase the projected budget gap for the next 4 years which already stands at around £60 million. Every effort will therefore be made to keep this to a minimum.

Caroline May, Strategic Finance Business Partner

Key Executive Decision

**HUMAN RESOURCES IMPLICATIONS AND RISKS
(AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)**

As a result of a decision supporting the expansion programme, there is likely to be a need to recruit additional teaching and support staff within the relevant schools. These schools will directly manage the recruitment and selection process in accordance with the existing and relevant HR policies and procedures. Schools' HR support in relation to these processes will be provided as appropriate.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

A full Equalities Analysis has been conducted and is attached as Appendix 3.

BACKGROUND PAPERS

None that is not available publicly.

Appendix

1. Decision-maker guidance for each proposal
- 2a. Analysis of representation stage responses.
- 2b. Petitions received and responses
3. Equalities Assessment

Key Executive Decision

Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed



Name: Councillor Paul Rochford

Councillor Roger Ramsey

Cabinet Portfolio held:

CMT Member title:

Head of Service title

Other manager title:

Date: 15 MAY 2014

Lodging this notice

The signed decision notice must be delivered to the proper officer, Andrew Beesley, Committee Administration Manager in the Town Hall.

For use by Committee Administration

This notice was lodged with me on 15 MAY 2014

Signed  _____

APPENDIX B

MINUTES OF A SPECIAL MEETING OF THE CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE

Council Chamber - Town Hall

24 June 2014 (6.30 pm – 8.35 pm)

- Present:** Councillors Gillian Ford (Chairman), Jason Frost (Vice-Chair), Philippa Crowder, Nic Dodin, Phil Martin (Substitute for John Glanville), Carol Smith, Frederick Thompson (Substitute for Joshua Chapman), Reg Whitney and Julie Wilkes
- Co-opted Members:** Phil Grundy (Church of England Schools), Anne Ling (Primary Schools)
- Officer Attendance:** Mary Pattinson (LBH), Trevor Cook (LBH), Bob Wenman (LBH), Taiwo Adeoye (LBH) and Lorraine Hunter-Brown (LBH)
- Apologies:** Apologies for absence were received from Councillors Joshua Chapman and John Glanville. Julie Lamb (Special Schools), Gary Dennis (Senior Schools) Jack How (Roman Catholic Church), Margaret Cameron (NAHT), Keith Passingham (NASWUT) and Ian Rusha (NUT).

1. APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies for absence were received and noted. The Chairman announced Councillors Phil Martin and Frederick Thompson as substitutes for Councillors John Glanville and Joshua Chapman respectively.

2. DECLARATION OF INTERESTS

None declared.

3. CHAIRMAN'S ANNOUNCEMENTS

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

4. IMPLEMENTATION OF THE PRIMARY EXPANSION PROPOSALS – CALL IN OF CABINET MEMBER'S DECISION

In accordance with paragraph 17 of the Overview and Scrutiny Committee rules, two Members, representing more than one Group, had signed a requisition calling in the

decision of the former Cabinet Member for Children and the former Cabinet Member for Value. On this occasion Councillors Keith Darvill and David Durant had called in the decision of the Cabinet dated 15 May 2014 relating to the Implementation of Primary School Expansion Proposals. The decision of the Cabinet was:

At a meeting on 20 November 2013, the Cabinet decided to initiate statutory processes to permanently expand the capacity of primary schools from September 2014. Following the statutory consultation process undertaken in February/March 2014, the Head of Learning and Achievement signed the Non-Key Executive Decision on 24 March 2014 to proceed to the representation stage.

The representation stage, from 28 March to 25 April 2014, complied with statutory requirements by inviting representations from all interested parties on the proposals to permanently expand nine primary phase schools. A Statutory Notice, that included details of the expansion proposals for all nine schools, was published in the Romford Recorder on 28 March 2014; notices were also fixed to the entrance gates of each school and circulated to all interested parties, including all schools in Havering, neighbouring boroughs, the Diocese of Chelmsford and Dioceses of Brentwood and the Department for Education, as required by legislation. A Notice was also published on the Council's website with a link to further information about the proposals.

During the representation period, a total of 67 objection responses were received relating to 2 of the nine schools.

66 of these were received for Parsonage Farm Primary School of which included 2 petitions totalling 235 signatures from residents in the local area and 190 signatures from parents/carers. The objection comments raised specific concerns relating to:

Road and Traffic Congestion

Parking

Pedestrian Issues

Loss of playground space and overcrowding of existing ancillary facilities

Potential rise in noise levels during school times

The Governing Body fully support the proposal to permanently expand Parsonage Farm School.

1 objection response was received for Hacton Primary School which highlighted the following issues:

Potential increase in traffic in the area surrounding the school

Short sightedness of the Local Authority's decision when schools were closed in the borough due to falling numbers

Allowing establishment of free schools as opposed to expanding existing ones.

The Governing Body of the school fully support the proposal to permanently expand Hacton Primary School.

Seven schools namely; Broadford, Benhurst, Newtons, Schotts, RJ Mitchell, The Mawney and Suttons received no representations.

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

1. To approve the statutory proposal to expand the capacity of the following nine schools:

SCHOOL	CURRENT CAPACITY	PROPOSED CAPACITY AS FROM	NUMBER ON ROLL AS AT JAN 2014	CURRENT PUBLISHED ADMISSION NUMBER	PROPOSED ADMISSION NUMBER
BROADFORD PRIMARY	330	420 FROM 1 SEPT 2014	360	45	60 FROM 1 SEPT 2014
BENHURST PRIMARY	315	420 FROM 1 SEPT 2014	311	45	60 FROM 1 SEPT 2014
NEWTONS PRIMARY	315	420 FROM 1 SEPT 2014	303	45	60 FROM 1 SEPT 2014
PARSONAGE FARM PRIMARY	486	840 FROM 1 SEPT 2015	467	90	120 FROM 1 SEPT 2015
SCOTTS PRIMARY	210	420 FROM 1 SEPT 2015	213	30	60 FROM 1 SEPT 2015
THE RJ MITCHELL	210	420 FROM 1 SEPT 2015	217	30	60 FROM 1 SEPT 2015
THE MAWNEY SCHOOL	296	630 FROM 1 SEPT 2016	297	60	90 FROM 1 SEPT 2016
SUTTONS PRIMARY	262	420 FROM 1 SEPT 2016	216	30	60 FROM 1 SEPT 2016
HACTON PRIMARY	378	546 FROM 1 SEPT 2016	371	50	78 FROM 1 SEPT 2016

Reasons for decisions:

To approve the statutory proposal to expand the capacity of the following nine schools: Broadford Primary, Benhurst Primary, Newtons Primary, Parsonage farm Primary, Scotts Primary, the RJ Mitchell Primary, the Mawney School, Suttons primary Hacton Primary.

Other options considered and rejected:

Do Nothing - this is not practical due to the legal and statutory obligation placed on the council to provide sufficient school places and the pressures currently faced across the borough.

Expansion of Schools - this preferred option has the support of each School's governing Body and local community and forms part of the wider development of the Schools for which funding has been made available within the Capital Programme.

REASONS FOR REQUISITION

The reasons for the requisition were detailed on the formal notification and were as follows:

1. To consider the financial implications of the decision including the wider financial implications for the Council and individual schools arising from increasing admissions.
2. To consider the risks associated with the primary schools expansion programme as identified in the Notice of Key Executive Decision.
3. To consider the implications of the proposal to double the size of Parsonage Farm Primary School particularly the concerns of the parents and local residents over disruption to children's education and the impact of the expansion will have on the local environment.
4. To consider whether the schools identified for expansion will address particular local needs.

The Chairman invited the two Members, Councillor Durant and Councillor Darvill to state their reasons for calling in the executive decision.

Councillor Durant referred to Parsonage Farm School and stated that to increase the pupil numbers from 486 to 840 would result in Parsonage Farm becoming the only 4FE school in the borough. There had been objections to the plans for reasons of disruption to the pupil's education, increased highway traffic and concerns about local infrastructure. Councillor Durant referred to the Council Policy 2012 - 2016, Page 10, Section 4 that stated increasing school places could affect the ethos of the school.

The Government had banned the building of new schools and the Local Authority could only expand in existing schools and yet there was an increase in demand for school places. Councillor Durant suggested that the Head Teacher and Governors had supported the expansion in order to obtain more funding. Making Parsonage Farm a 4FE super-sized Primary school was not the answer.

Councillor Darvill stated that he agreed with Councillor Durant and added that the short sighted policy of early closure of schools and the mismatch of primary places in the borough was the cause of the problem. It was therefore necessary that the Children and Learning Overview & Scrutiny Committee should look at the matter and address these concerns. Councillor Darvill referred to Parsonage Farm School and queried whether the large number of objections raised by parents and local residents had been properly addressed. The school was limited in space and there were current difficulties in delivering the curriculum.

Councillor Darvill advised the Committee that he had no concerns regarding the proposals for Broadford Primary School, Benhurst Primary School and Newtons Primary School and that he was happy for the expansion plans for these schools to progress.

With regards to the remaining schools, it was to ascertain whether a need was being addressed in a planning area. Councillor Darvill made reference to the Harold Hill locality where 1500 houses were being built yet the Ingrebourne School had been closed down and was now leased to community groups. With increasing birth rates and an increase in people moving to the borough, closures of schools had been made far too early. There was also a significant demand for school places in the Romford area. Councillor Darvill stated that he had heard rumours about a Free School however he was of the view that provision of school places in the borough was a disaster.

Councillor Darvill queried what the financial risks were for the Council and governing bodies and requested that these should be made clearer and that the Committee should be investigating these. In addition, relevant data on school admissions and parent choices should be analysed so that informed decisions can be made on where school places will be most needed over the next five years.

The Chairman invited a representative to speak on the behalf of parents and local residents regarding Parsonage Farm School.

In representing the parents and local residents' views with regards to Parsonage Farm School, the speaker stated that the Council had not considered the full impact of the expansion. The speaker queried why additional school places were being provided in the south of the borough when school place pressures were in the north of the borough. The speaker made reference to the impact on local infrastructure, increased traffic and associated problems with double parking and road safety issues which had been increasing since 2012. Particular emphasis was made to buses currently having difficulty accessing roads in the area because of double parking and an increase in accidents and injuries.

The speaker advised the Committee to note the current facilities at the school. Some PE lessons were held in a classroom because the school hall was in use for lessons. The playground was too small and there was a shortage of storage space. In increasing the pupil numbers to 840, there would be difficulty in providing lunch facilities. The speaker expressed her concern as to whether the funding for the expansion would be adequate to cover the cost of all the additional facilities required. The speaker concluded that Parsonage Farm was not suitable for expansion and asked the Committee to re-consider the decision.

The Head of Learning and Achievement and the School Provision and Commissioning Manager were asked by the Chairman to present on behalf of the Local Authority.

Officers explained the reasons behind previous school closures as government policy required Local Authorities to reduce surplus places from 2005 onwards. As a consequence, Ingrebourne, Dunningford and Manor Primary Schools were closed. Officers presented the planning processes and funding around the proposals (*Appendix 1*) in addition to the projected school intake figures to 2023.

When considering Parsonage Farm along with the other schools in the Rainham area for proposed expansion, criteria such as scope to create additional accommodation,

accessible location, educationally secure with strong leadership and management, governors' willingness to expand and good value for money were applied. Parsonage Farm had been chosen because it was a good and popular school with strong leadership. The school management were confident that they could provide an excellent education for all pupils and that the school would cater for children in Rainham & Wennington and South Hornchurch wards. The Head Teacher and Governors were confident that the ethos of the school would not change.

The Chairman requested that the Head of Street Care respond to the current traffic/road safety issues raised by the parent/resident representative.

The officer stated that he had not been made aware of any additional incidents or serious injuries apart from one accident. Double parking was an issue at every school which was primarily due to driver behaviour. Parking Enforcement officers were not able to attend every school in the borough each day. The officer had not received any reports of buses having difficulties accessing roads in the area and advised that he regularly met with bus companies and the Police. The Chairman asked that this particular query be followed up. Several Committee members and Councillor Durant requested that traffic and transport be included as part of the planning process.

The Head of Learning & Achievement was asked to respond to a question relating to the number of 3FE schools in the borough and what was the guidance in increasing to 4FE. The officer stated that they usually did not expand over 3FE; however, the policy was reviewed as there were other Local Authorities who had 4 FE schools. Parklands School in Havering which was already a 4FE was looked at. The school worked very well. There were a number of 4FE schools in other authorities and some London boroughs were looking at 6FE, 7FE and 8FE.

In a question about Free Schools, the officer responded that the Council were looking wherever possible at Free School proposals but it was not the Local Authority's choice. Havering, however, is working with free schools. The Drapers Company and Queen Mary College had been appointed by the Local Authority as sponsors for the Free School.

The Head of Learning and Achievement was asked to respond to a question about dining facilities at Parsonage Farm School. The officer advised that she had visited the school and that the school has two dining rooms. The school is a 3FE in statute, although there has been a temporary reduction in the number of children placed there for a period owing to falling rolls but birth rates were now increasing and the school has been 3 FE for two years now. There were a number of building works taking place which were linked to this.

There had been a change to the PAN admissions at Parsonage Farm which had been reduced from 90 to 60. This was not a statutory reduction, only a temporary arrangement. There were a number of 4FE schools in the country and these are run well. The additional revenue would also provide more facilities and better outcomes.

In a response to a question regarding rising birth rates, the officer confirmed that the Local Authority were certain of the projected figures for the next five years and that

the figures were accurate as far as they could be. Data was reviewed each month. There was in-migration to Romford as well as people leaving, however, the borough was noted for its good standard of schooling and therefore people wanted to move to the area.

The officer concluded that the Local Authority had evaluated all options in Rainham and that there were very few choices in the area. Most parents wanted to walk their children to infant and junior schools. Other schools in other areas across the Authority were also expanding and that the Planning Committee would consider all issues with traffic and infrastructure.

The Local Authority always looks at all different possibilities in order to meet their statutory requirements. Parents are reluctant to send their children too far away. The other option of choosing to expand Rainham Village School would have been more complex.

Prior to the vote, the Head of Learning and Achievement advised the Committee that it was proposed to rebuild the Suttons, Mawney and Hacton Schools with funds from Central Government, and that if the requisition was upheld, the funding would be withdrawn.

Councillor Darvill stated that he was sceptical that this information had only just been made available, however, he did not wish to jeopardise funding coming into the borough. The Councillor accepted that the three schools could be removed providing the requisition vote went ahead on the remaining three.

The Chairman therefore asked the Committee to vote on whether to uphold or not uphold the requisition on Parsonage Farm, Scots Primary and The RJ Mitchell Schools.

7 Committee Members voted to uphold the requisition on the above schools:

Councillors Nic Dodin, Gillian Ford, Phil Martin (Substitute for Councillor John Glanville), Reg Whitney, Julia Wilkes. Co-optees Phil Grundy and Anne Ling.

3 Committee Members voted not to uphold the requisition on the above schools:

Councillors Jason Frost, Carol Smith and Frederick Thompson (Substitute for Jason Chapman).

Councillor Philippa Crowder abstained.

The requisition was partially upheld.

The meeting ended at 8.35 pm.

CABINET

30 July 2014

Subject Heading:

ESTATE MANAGEMENT TOPIC GROUP

Cabinet Member:

Councillor Damian White

CMT Lead:

Joy Hollister, Group Director, Children, Adult & Housing

Report Author and contact details:

Taiwo Adeoye
Committee Officer
Tel: 01708 433079
taiwo.adeoye@havering.gov.uk

Policy context:

Estate Management Policy

Financial summary:

There is none associated with this report.

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

N/A

Reviewing OSC:

Towns & Communities

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

Ensuring a clean, safe and green borough	<input type="checkbox"/>
Championing education and learning for all	<input type="checkbox"/>
Providing economic, social and cultural activity in thriving towns and villages	<input type="checkbox"/>
Valuing and enhancing the lives of our residents	<input checked="" type="checkbox"/>
Delivering high customer satisfaction and a stable council tax	<input checked="" type="checkbox"/>

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 Cabinet:

Note the Towns & Communities Overview and Scrutiny Committee Topic Group findings and recommendations

REPORT DETAIL

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 does 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.

On 8 April the Towns and Communities Overview and Scrutiny Committee met to consider these recommendations and decided to note the Report of the Topic Group and refer their recommendations to Cabinet.

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

REASONS AND OPTIONS

Reasons for the Decision

Under the Local Government and Public Involvement in Health Act 2007, s. 122, Cabinet is required to consider and respond to a report of an Overview and Scrutiny Committee within two months of its agreement by

that Committee or at the earliest available opportunity. In this case, Cabinet is required to do this at its meeting on 30 July 2014. Cabinet is also required to give reasons for its decisions in relating to the report, particularly in instances where it decides not to adopt one or more of the recommendations contained within the report.

Alternative Options Considered

There are no alternative options.

IMPLICATIONS AND RISKS

Financial Implications and Risks:

This report makes recommendations that have no direct specific financial implications.

Recommendations 2 and 5 may have the effect of improving the use that specific pieces of land are put to.

Legal Implications and Risks:

There are no apparent legal implications in noting the Report and following the recommendations of the Topic Group.

Human Resources Implications and Risks:

There are no specific Human Resources implications.

Equalities and Social Inclusion Implications and Risks:

This report sets out the recommendations made by the Estate Management Topic Group to the Towns and Communities Overview and Scrutiny Committee following the completion of a scrutiny review into estate management.

If the recommendations are adopted by the Council, there are no negative equality or social inclusion implications or risks. Recommendation 3 will have a positive impact for disabled residents, as well as families who use prams for babies and young children. This is because it will improve access to communal areas.

The Council will need to have due regard to the Public Sector Equality Duty if any of the recommendations outlined in the report are adopted.

CABINET

30 July 2014

Subject Heading:

**LOCAL IMPLEMENTATION PLAN
ANNUAL SPENDING SUBMISSION
2015/16**

Cabinet Member:

**COUNCILLOR Robert Benham
Lead Member for Environment**

CMT Lead:

CYNTHIA GRIFFIN – GROUP DIRECTOR
CULTURE, COMMUNITY AND
ECONOMIC DEVELOPMENT

Report Author and contact details:

DANIEL DOUGLAS
01708 433220
daniel.douglas@havering.gov.uk

Policy context:

London Plan (2011)
Draft Further Alterations to the London Plan (2014)
London Mayor’s Transport Strategy (2010)
Havering Corporate Plan 2011-2014 (includes ‘Living Ambitions’ agenda)
Havering Local Development Framework (2008)
Havering Local Implementation Plan (2011/12 -2014 /15),
Havering Local Implementation Plan 2014/15 – 2016/17 Three Year Delivery Plan (2013)
Council Regeneration Strategies (including Romford, Hornchurch, Harold Hill and Rainham)

Financial summary:

This report seeks Members’ approval to the principles of Havering’s LIP Submission to Transport for London for 2015/16 Financial Year, which has an indicative allocation of £2.842m.

Is this a Key Decision?

THIS IS A NON KEY DECISION

Is this a Strategic Decision?

THIS IS A STRATEGIC DECISION

When should this matter be reviewed?

January 2015

Reviewing OSC:

Environment

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

Ensuring a clean, safe and green borough	<input checked="" type="checkbox"/>
Championing education and learning for all	<input type="checkbox"/>
Providing economic, social and cultural activity in thriving towns and villages	<input checked="" type="checkbox"/>
Valuing and enhancing the lives of our residents	<input checked="" type="checkbox"/>
Delivering high customer satisfaction and a stable council tax	<input type="checkbox"/>

SUMMARY

The Council makes an annual Local Implementation Plan (LIP) Spending Submission to Transport for London (TfL) for funding transportation initiatives. This is the major source of funding for transport for the Council.

The Submission has to be consistent with the Mayor of London's Transport Strategy, the Council's own adopted Local Implementation Plan strategy document and its approved 2014/15 to 2016/17 Three Year Delivery Plan (submitted to TfL with the Annual Submission for 2014/15). The Delivery Plan forms an important context for the submission for 2015/16 and includes the 'core' elements of the submission.

Havering's indicative LIP funding for 2015/16 is **£2.842m** and later this year it must tell TfL in detail how it plans to spend this.

This report recommends that Cabinet endorses the proposed content of the 2015/16 programme (as set out in Appendix A of this report) and that approval of the detailed and full LIP Submission (including its Principal Road Maintenance and Bridge Strengthening bids) is delegated to the Lead Member for Environment prior to it being submitted to TfL in October 2014.

TfL are expected to confirm the funding for the proposed programme in the 2015/16 submission in late 2014 and, as in previous years, Members will be advised about the outcome.

The report confirms that the Council will continue to explore additional opportunities for funding transport programmes/policies to supplement those from the LIP allocation such as other TfL funding streams (e.g TfL Major Schemes funding, Bus Stop Accessibly Programme), other external funding sources and Section 106/CIL contributions from development proposals.

Additionally, and separate to the main TfL LIP funding stream, the Council will continue to develop public realm proposals for the areas around the stations at Romford, Gidea Park and Harold Wood where there is an opportunity to secure funding through the Crossrail / TfL Complementary Measures funding package (as identified in the Cabinet report March 2014).

RECOMMENDATIONS

1. That Cabinet notes the context provided by Havering's LIP 2014/15 – 2016/17 Three Year Delivery Plan for the preparation of the Havering funding submission for 2015/16 (as set out in paragraph 2).
2. That Cabinet endorse the content of Havering's proposed 2015/16 LIP Programme (as outlined in Appendix A) as the basis of the Council's 2015/16 Spending Submission.
3. That approval of Havering's full final LIP Funding Submission for 2015/16 to TfL be delegated to the Cabinet Member for the Environment.
4. That Cabinet notes that other opportunities for investment in transportation initiatives will continue to be sought from TfL outside the LIP Annual Spending Submission process and from other stakeholders and funding sources.

REPORT DETAIL

Background

1. Funding from Transport for London (TfL) under the 'umbrella' of the Local Implementation Plan is the major source of capital monies for transport schemes and projects in Havering. Each year the Council submits a funding submission (bid) to TfL for funding for the following financial year. In recent years, the Council has also allocated significant funds from its own resources towards highway improvement works for footways, road resurfacing, street lighting and environmental improvements.
2. In 2013, the Council's LIP 2014/15 – 2016/17 Three Year Delivery Plan set out the programme content of the Council's annual spending submissions for this period and was approved by TfL. (A copy of the approved document is in the Members' Resource Room). The Delivery Plan shows how Havering's forthcoming annual submission(s) will support the Mayor's Transport Strategy Goals (as set out in Appendix B of this report). It also addressed Mayoral targets for mandatory indicators including mode share, bus service reliability, asset condition, road traffic casualties and CO2 emissions. It was approved by Members and was submitted to TfL and approved at the end of 2013.
3. Importantly, it sets out in detail (in Appendix 2 of the Plan) the schemes that the Council has committed to progress in each of the three years of the Plan.
4. In previous years, Havering has had to develop its annual spending submissions against TfL / Mayoral requirements and against indicative

funding allocations previously advised by TfL. TfL now expects borough submissions to more closely align with the detail set out in their individual approved delivery plans (although TfL officers have informally indicated that boroughs can introduce some new schemes if they wish to subject to TfL's guidance being adhered to). The new approach means that there can be much more certainty for boroughs over the expected content of their forthcoming annual spending submissions than in previous years. On balance, officers consider that this approach is helpful and should be supported as it enables a more strategic, long-term and comprehensive approach to be taken to the delivery of LIP themed work. The scope for modest flexibility (i.e. making changes to the approved list of schemes) is potentially helpful if Member priorities change or other circumstances arise which warrant the programme being reviewed.

5. The Council works closely with Transport for London (TfL) to ensure that a high level of spend is achieved with all its LIP funding. In recent years, the level of spend achieved across the Havering LIP programme has been higher than the Council's Corporate target.
6. The positive relationship that the Council has with TfL is reflected in a significant level of ad-hoc additional "in year" funding from TfL. Havering has received £402K over 2013/14 and 2014/15 from TfL following their successful lobbying with the Department for Transport for additional funding for principal road maintenance because of the bad winter weather and the effects of that on the roads .Havering has also recently received £403k (the fourth highest for all London Boroughs) from the Department for Transport (DfT) for pot hole repairs and pot hole preventive maintenance work.

The Way Forward for 2015/16

7. TfL has confirmed that Havering's LIP Annual Spending Submission for 2015/16 must :
 - reflect the Mayor's Transport Strategy (MTS),
 - reflect the Council's own priorities and strategies and our Local Implementation Plan (LIP) documents including the approved Delivery Plan for 2014/15 - 2016/17.
 - adhere to the latest TfL Guidance on Annual Spending Submissions
8. Notwithstanding that the broad content of the submission for 2015/16 has been established by Member (and TfL) approval of our Three Year Delivery Plan (see above), officers consider that the Council will continue to have a reasonable degree of flexibility in the delivery of the projects and the scope for transferring funding between projects. This is helpful in the event that there are difficulties in progressing individual schemes or in the event that priorities are reviewed.

What is Havering's LIP allocation for 2015/16?

9. TfL has confirmed that Havering's indicative LIP funding allocation for 2015/16 is **£2.842m**. This is broken down into :

- **£2.173m** for projects in the “**Corridors, Neighbourhoods and Supporting Measures**” programme. These are comprehensive (‘holistic’) schemes and local area improvements. They include schemes to tackle congestion by smoothing traffic flows, measures to assist freight, contribute to regeneration, deliver environmental improvements, improve safety as well as projects involving spaces used by several users, Controlled Parking Zones, 20 mph zones, cycling, walking, bus priority and bus stop accessibility. It also covers ‘Smarter Travel’ schemes such as school and workplace travel plans, travel awareness initiatives, road safety education, training and publicity schemes.
 - **£569K** for “**Principal Road Maintenance**”. This focuses on highway surface improvements to Havering’s Principal Road Network (PRN). This is based on condition surveys to determine how much of the Principal Road Network across London requires structural maintenance. Havering’s 2015/16 allocation for Principal Road Maintenance reflects the good condition of Havering’s PRN following regular maintenance.
 - **£100K** for “**Local Transport Funding**” (for spending on projects of the Council’s choice that support the delivery of the Mayor’s Transport Strategy).
10. Against a backdrop of continuing pressure on Mayoral funds, the Mayor has sought to maintain LIP funding at, or close to 2013 levels. Notwithstanding this, the proposed allocation for Corridors, Neighbourhoods and Supporting Measures for 2015/16 is some £16K less than was anticipated and this will impact on the overall package of schemes albeit not significantly.
11. In line with the approved Delivery Plan, Havering will also be able to consider the preparation of a bid(s) for funding available for TfL “Major Schemes” monies (see paragraph 19 below).

What should the Council’s Funding Submission for 2015/16 contain?

- a) **Corridors, Neighbourhoods and Supporting Measures, and Local Transport Funding**
12. Most importantly, TfL requires Havering’s submission for the Corridors, Neighbourhoods and Supporting Measures programme and Local Transport Funding to be broadly consistent with :
- The summary of the proposals set out in the 2014/15 – 2016/17 approved Delivery Plan (as set out in Appendix A to this report) ; and
 - the funding levels identified above of £2.173m and £100k (see paragraph 9)
- b) **Principal Road Maintenance and Bridge Strengthening**
13. For Principal Road Maintenance, TfL has indicated that Havering’s allocation will be some £569K (see paragraph 9 above). TfL has advised all boroughs to ‘over-bid’ for Principal Road Maintenance by approximately 25% so that possible reserve schemes may be brought forward. TfL will

then assess all these proposals to ensure that they generally conform to the Mayor of London's Transport Strategy.

14. Boroughs are required to submit funding bids for Bridge Strengthening measures. TfL will prioritise and will award funding according to pan-London requirements and available resources.

c) Major Schemes

15. Boroughs planning to bid for Major Scheme funding (which is done outside the normal LIP process) are required to include within their 2015/16 spending submission outline details of Major Schemes being considered and the relative priority attached to these. Funding for Major schemes is awarded through a competitive "three step" bidding process.

Latest Mayoral priorities

16. TfL has expanded its existing LIP guidance to boroughs for the preparation of annual LIP submissions. The latest draws attention to the Mayor's commitments relating to making it easier for people to Walk and Cycle, Road Safety, Air Quality, Freight, Bus Access and the Mayor's Roads Task Force. In the event that Members wished to vary the schemes included in the 2015/16 submission relative to the approved Delivery Plan, then any new proposals that are introduced will be required to take these matters into account. Copies of the latest guidance document are in the Members' Resource Room.

Funding committed to schemes started in 2014/15

17. The submission must allocate funding to enable the completion of schemes started in 2014/15 that are designed to be phased over more than one year.

Network Management Duty

18. Havering's submission must also have regard to our Network Management Duty under the Traffic Management Act 2004 to manage the borough road network to secure expeditious movement of traffic, including pedestrians, on their network and to facilitate the same on the networks of other authorities. This factor has become increasingly important as the Council has adopted an approach that is firmly geared towards growing the borough's economy and in the light of recent concerns about the importance of tackling air quality issues.

Major Schemes

19. As mentioned above, Havering will be required to provide outline details of Major Schemes being considered from 2015/16. These will be larger projects costing in excess of £1m and TfL requires them to deliver transformational changes and assist in delivering the Mayor's 'Better Streets' agenda.

20. Havering has successfully progressed several Major Schemes in recent years including in Romford where work is currently taking place in Victoria Road and The Battis, and a transformational scheme in Hornchurch.
21. Havering has included further proposals in its Three Year Delivery Plan for Major Schemes for Romford, Rainham (London Riverside) and Harold Hill. These will remain an important element in the Council's strategy for ensuring that its town centres are attractive, safe and convenient for everyone and will assist in ensuring that the Borough has a healthy and vibrant economy.
22. The Delivery Plan indicates that Major Schemes relating to Western Road in Romford Town Centre and Beam Park station at London Riverside will be progressed during 2015/16. TfL have provisionally indicated that they would want the current major scheme in Victoria Road and The Battis completed prior to considering another major scheme for Romford. However, Officers are at the early stages of preparation for a major scheme application in Western Road.
23. Officers are at the business planning stage to deliver a new station at Beam Park in London Riverside, so there will not be a direct Major Scheme submission bid for Beam Park this year. Officers will be looking to create the right conditions for the station and will explore the potential for a Major Scheme focussed on improving linkages in London Riverside.
24. At the time of preparing this report, officers are engaged in informal discussions with TfL staff on the above proposals regarding the scope for a major scheme application later this year.

The recommended Havering LIP Annual Spending Submission for 2015/16

25. A summary of the content of the Councils LIP Submission for 2015/16 as set out in its approved Three Year Delivery Plan can be found in Appendix A of this report. The full detail of the approved programme for 2015/16 is in the Delivery Plan document in the Members' Resource Room. The key programme / project elements include :
 - Tackling congestion (smoothing traffic flows)
 - Measures to reduce traffic
 - Public realm improvements in Romford, London Riverside, Hornchurch and Harold Hill
 - Casualty reduction
 - Air quality improvements
 - Bus stop accessibility improvements
 - Cycling investment
 - Addressing climate change
26. Officers consider that as well as meeting TfL / Mayoral requirements, the recommended submission has considerable potential to :
 - address Council priorities and help deliver established regeneration priorities

- assist in ensuring that Havering is 'open for business' and has a strong and vibrant economy by tackling such issues as congestion, on and off-street parking and the ease and convenience with which people, goods and services can get around Havering.
 - help ensure that the borough's roads and pavements are in as good a condition as possible subject to resources and the relative priority for their maintenance.
 - maximise value for money and ensuring the best outcomes for the borough by linking schemes (where feasible) to projects involving the investment of the Council's own capital budgets.
 - support other initiatives and funding secured through complementary funding 'pots' (see below – paragraph 30).
 - respond to the views of the community
27. The detailed content of the submission including the elements for Principal Road Maintenance, Bridge Strengthening and any Major Schemes will be prepared following approval by this Cabinet Report.
28. TfL will confirm the Council's final allocations for the Corridors, Neighbourhoods and Supporting Measures, Principal Road Maintenance and Major Schemes programme areas before the end of 2014.

Additional funding opportunities for transport projects and programmes

29. Throughout the year Havering regularly bids for and receives "in year" funding from other funding "streams" that are launched by TfL and the Mayor and other agencies. For example, in 2014/15, Havering has received over £350,000 under the TfL Bus Stop Accessibility Programme and almost £200,000 for the Borough Cycling Programme. Officers are currently preparing a submission for the Mayor's Future Streets Incubator Fund. Officers continue to work closely with TfL to ensure that when such funding opportunities become available that they are maximised. TfL expects boroughs to prioritise these activities within their annual spending submissions in order to access this complementary funding and this may result in some changes being required to the programme / projects envisaged in the approved delivery plan.
30. The Council is also currently developing plans to submit to TfL bids for Crossrail Complimentary Measures funding which, if successful would see funding used to improve the public realm and environment around Romford, Gidea Park and Harold Wood Stations.
31. Other possible funding streams such as Section 106 and CIL contributions, European initiatives and DfT/CLG funding opportunities will also be pursued as appropriate by officers. This is in line with TfL's requirement that Boroughs should not rely exclusively for their funding on TfL and should develop alternative complementary funding sources accordingly.

Consultation with the final approval by Members

32. It is recommended that approval of the final LIP Submission to TfL be subsequently, delegated to the Lead Member for Environment.

REASONS AND OPTIONS

Reasons for the decision:

33. The LIP Funding Submission is a statutory requirement submitted annually to TfL in order to secure funding for a range of transportation-related initiatives in the Borough.

Other options considered:

34. There are no alternatives if the Council wishes TfL to confirm its LIP funding award to Havering for 2015/16.

IMPLICATIONS AND RISKS

Financial implications and risks:

The funding that the Council will obtain from TfL through the LIP Submission for 2015/16 will be the main source of capital funding for transportation projects and initiatives in the Borough. There is no indication at the time of preparing this report that there will be any significant change in the level of funding expected for 2015/16. However the indicative funding levels for subsequent years is less certain, in the light of the wider economic circumstances, and the pressures on public sector finance including Mayoral finance.

The schemes that will be recommended to be included in the Submission for 2015/16 will reflect Council priorities and, as far as is possible, their delivery will be programmed in line with these priorities should there be any reduction in the funding available. Additionally, every opportunity will continue to be taken to secure funding from other sources and programme areas, including Section 106 contributions, to supplement this in line with TfL's requirement that boroughs should reduce their dependency on TfL funding. The need to minimise as far as practicable ongoing maintenance costs will be taken into account in all schemes that are awarded funding. New schemes have the potential to reduce or increase maintenance requirements, but this net effect will need to be contained within existing budgets.

The Council Capital Programme has in recent years included £2m to support capital investment in highway maintenance and improvement schemes. Last year Members approved a 2 year Capital Programme for Streetcare so this funding is currently secure for 2015/16. As far as possible within the constraints of the TfL LIP Guidance and funding allocations, every opportunity will be taken to make use of the LIP Funding in a way which safeguards the Council's own scarce capital resources.

Legal implications and risks:

Consideration of the Network Management Duty mentioned in Paragraph 18 is a statutory requirement. There are no other specific legal implications or risks arising from this report although further legal resources will need to be committed to bring into effect the measures for which funding is eventually sought.

Human Resources implications and risks:

Once schemes are selected a subsequent review will take place to consider the impact on existing resources and/or any subsequent or associated cost.

Equalities implications and risks:

An important factor in drawing up the funding Submission will be to improve the ease, convenience and safety of everyone in the Borough who needs to move around in the course of their day to day living and business.

The content of Havering's proposal for the 2015/16 LIP Programme (as outlined in Appendix A) includes a range of schemes, such as bus stop accessibility, cycling and road safety programmes and the taxi marshal scheme. These anticipated schemes will have a positive impact for accessibility, safety and inclusion of a number of protected groups, including disabled people, women and people from different age groups. In addition to this, it will help tackle social exclusion and health inequalities by improving access to sustainable transportation modes, including cycling, walking and public transport.

When the Council decides which schemes to include within the finalised LIP submission for 2015/16, it will need to ensure that it complies with the Public Sector Equality Duty. An Equalities Analysis of the proposed schemes and their different equalities implications for all protected characteristics will be completed on an individual scheme basis.

BACKGROUND PAPERS

None

Broad Programme approved in Havering Local Implementation Plan Three Year Delivery Plan 2014/15 – 2016/17 – detailed breakdown included in Appendix 2 of the Delivery Plan

London Borough of Havering 2015/16 LIP Programme

LIP Allocation(£000)	Schemes
Corridors, Neighbourhoods and Supporting Measures	
90	Bus Stop Accessibility
80	Step-free bus access
10	Community Bus Service "The Harold Link"
250	Cycling investment
50	Collier Row to Romford Cycle Safety Improvements
140	All London Grid Green - Walking and Cycling links to parks and leisure areas
60	Cycle Safety Training for Pupils
225	Packages to Support Traffic Reduction and Air Quality
25	Implementation of Mayor's Air Quality Fund
40	Travel Awareness Package
55	Travel Awareness for Schools
80	Smarter Travel Staffing Costs
25	Improvements to Air Quality
519	Casualty Reduction Package
70	Road Safety Awareness for Pupils
34	Romford Taxi Marshall Scheme
200	Casualty Reduction Measures - A1306 / Sandy Lane Junction
85	Casualty Reduction Measures - Gooshays Package
85	Casualty Reduction Measures - Upminster Package
45	Casualty Reduction Measures - Mawney Package
170	Smoothing Traffic Flow Schemes
70	Freight Loading facilities
100	Main Road / Balgores Lane junction improvements
65	Climate Change and Resilience
15	Flood alleviation measures - Hornchurch Road
50	Energy Efficient Street lighting
850	Romford, London Riverside, Hornchurch and Harold Hill
300	Romford Public Realm Improvements
150	Hornchurch Town Centre Public Realm Improvements
50	Improving access to the Learning Village
150	Shopping Centre Access improvements - Harold Hill
50	Access improvements to Rainham Creekside
150	Beam Park Station - Design and Approvals
20	Other
10	Traffic Management Order (TMO) Review
10	Taxi Rank Provision Review
100	Local Transport Fund
100	Smoothing Traffic Flows - Drill roundabout feasibility study
2289	(Annual Totals)
310	Feasibility & Scheme Development Work / Studies
399	Soft Measures / Staff
1580	Infrastructure

High Level Mayoral Outcomes

Goals	Challenges	Outcomes
Support Economic development and population growth	Supporting population and employment growth	<ul style="list-style-type: none"> Balancing capacity and demand for travel through increasing public transport capacity and/or reducing the need to travel
	Improving transport connectivity	<ul style="list-style-type: none"> Improving employers' access to labour markets Improving access to commercial markets for freight movements and business travel
	Delivering an efficient and effective transport system for goods and people	<ul style="list-style-type: none"> Smoothing traffic flow (managing road congestion and reducing traffic journey time variability) Improving public transport reliability Reducing operating costs Bringing and maintaining all assets to a state of good repair
Enhance the quality of life for all Londoners	Improving journey experience	<ul style="list-style-type: none"> Improving public transport customer satisfaction Improving road user satisfaction Reducing public transport crowding
	Enhancing the built and natural environment	<ul style="list-style-type: none"> Enhancing streetscapes, improving the perception of urban realm and developing shared space initiatives
	Improving air quality	<ul style="list-style-type: none"> Reducing air pollutant emissions from ground-based transport, contributing to EU air quality targets
	Improving noise impacts	<ul style="list-style-type: none"> Improving perceptions and reducing impacts of noise
	Improving health impacts	<ul style="list-style-type: none"> Facilitating an increase in active travel
Improve the safety and security of all Londoners	Reducing crime, fear of crime and anti-social behaviour	<ul style="list-style-type: none"> Reducing crime rates (and improved perceptions of personal safety and security)
	Improving road safety	<ul style="list-style-type: none"> Reducing the numbers of road traffic casualties
	Improving public transport safety	<ul style="list-style-type: none"> Reducing casualties on public transport networks
Improve transport opportunities for all Londoners	Improving accessibility	<ul style="list-style-type: none"> Improving the physical accessibility of the transport system Improving access to jobs and services Ensuring the affordability of public transport fares
	Supporting regeneration and tackling deprivation	<ul style="list-style-type: none"> Supporting wider regeneration outcomes
Reduce transport's contribution to climate change, and improve its resilience	Reducing CO2 emissions	<ul style="list-style-type: none"> Reducing CO₂ emissions from ground based transport, contributing to a London-wide 60% reduction by 2025
	Adapting for climate change	<ul style="list-style-type: none"> Maintaining the reliability of transport networks
Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	Developing and implementing a viable and sustainable legacy for the 2012 Games	<ul style="list-style-type: none"> Supporting regeneration and convergence of social and economic outcomes between the five Olympic boroughs and the rest of London Physical transport legacy Behavioural transport legacy

Source : Table 2.1 Mayor's Transport Strategy (May 2010)

CABINET

30 July 2014

Subject Heading:

**CORPORATE PERFORMANCE REPORT
QUARTER 4 2013/14**

Cabinet Member:

Councillor Roger Ramsey

CMT Lead:

Cynthia Griffin

Report Author and contact details:

Claire Thompson, Corporate Policy &
Community Manager
claire.thompson@havering.gov.uk
01708 431003

Policy context:

The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 4 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 4 (January to March 2014) 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 4 Target and where performance has *not improved* compared to Quarter 4 2012/13¹
- **Amber** = more than 10% off the Quarter 4 Target and where performance has *improved or been maintained* compared to Quarter 4 2012/13.
- **Green** = on or within 10% of the Quarter 4 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 4 2013/14 with performance in Quarter 4 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.

¹ With the exception of 'Percentage of National Non-Domestic Rates (NNDR) collected' and 'Percentage of council tax collected' where the tolerance is 5%

Quarter 4 2013/14 - Performance Summary

50 Corporate Performance Indicators are measured quarterly and 46 of these have been given a RAG status this quarter. In summary:

- **38 of 46** (83%) indicators are rated as **Green**
- **2 of 46** (4%) indicators are rated as **Amber**
- **6 of 46** (13%) indicators are rated as **Red**

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 4 2013/14, where performance is RAG rated as **Green** or **Amber** and shows an improvement on Quarter 4 2012/13; and where performance is RAG rated as **Red**. For these few (Red) indicators, corrective action is taking place to improve performance.

Green or Amber Indicators

Environment - to ensure a clean, safe and green borough

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
SC05 – Percentage of missed collections put right within target	93%	95%	↑
There is continued good performance in this area with 3,480 of the 3,679 missed collections put right within the target. This is an improvement on last year (94%) and is better than target.			

Learning – to champion education and learning for all

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
LA1 – Number of apprentices recruited in the borough	460 (AY 2012/13)	643 (AY 2012/13)	↑
This indicator is reported by Academic Year, (August to July). The contract has been aligned with the financial year to provide more meaningful data and allow any late starters to be captured. The data in this report is for August 2012 to July 2013 (Q4).			

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
(ex) NI117 – Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	4.9%	4.3%	↑
This indicator is within target tolerance and showing continued good performance, both in terms of NEET reduction and reducing the number of unknowns. This is a targeted service delivered by Prospects on behalf of the Local Authority.			

Towns and Communities – to provide economic, social and cultural opportunities

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
R2 – Net external funding (£) secured through regeneration initiatives	£1,000,000	£4,233,195	↑
This indicator is performing better than target and better than the same time last year. Funding has been secured for a number of projects, including both Rainham Hall (£1.5m) and Victoria Road and Baths Major schemes (£1.2m).			
R3 – Number of businesses accessing advice through regeneration initiatives	700	1,017	↑
This indicator is performing better than target (700) and better than the same time last year (847). Of the total number of businesses accessing advice in 2013/14 (1,017), the strongest performance was in Q4.			
H5 – Percentage of rent arrears against rent debit	2.5%	2.12%	↑
This indicator is performing better than target (2.5%) and the same time last year. The quarterly indicator provides a snapshot and uses estimated debit.			
DC4 – Percentage of appeals allowed against refusal of planning permission	30%	14%	↑
(ex) NI157a – Processing of major applications within 13 weeks (%)	60%	67%	↑
(ex) NI157c – Processing of other applications within 8 weeks (%)	80%	84%	↑
The percentage of appeals allowed against the refusal of planning permission (14%) is performing significantly better than target (30%), while the percentage of major (67%) and other (84%) applications is within target tolerance.			

Individuals – to value and enhance the lives of our residents

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
CY2 – Percentage of placements lasting at least 2 years	70%	79%	↑
While the England average has not exceeded 70% over the past 5 years, and statistical neighbours perform at approximately 67%, we are performing well and have exceeded our target for this indicator (outturns are provisional).			

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
L5 – Total number of Careline and Telecare users in the borough	4,000	4,424	↑
This indicator has exceeded target by 424 users and is also performing better than the same time last year (3,797 users).			
ASCOF 1C(ii) – Direct payments as a proportion of self-directed support (%)	15%	14.6%	↑
There has been a significant rise in the number of service users who receive their care via a Direct Payment, which has resulted in an improved performance. There will be a continued drive during 2014/15 to further increase this outturn.			
ASCOF 2C(ii) – Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000 population	3	1.8	↑
Performance for this indicator is taken as a snapshot of delays as at the last Thursday of each month. Performance with this indicator has vastly improved.			
ASCOF 2C(iii) – Delayed transfers of care that are attributable to Adult Social Care only per 100,000 population	1	0.8	↑
As with the other two parts of this indicator, part 3 for the delayed transfers of care (which only measures delays attributable to Adult Social Care) has also significantly improved with only one delay on average per month.			
L3 – Percentage of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	6%	5.9%	↑
The number of service users using reablement services has increased, however the percentage of service users that re-present has decreased ensuring that performance improved from 2012/13.			

Value – to deliver high customer satisfaction

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
CS10 – Percentage of Member/MP Enquiries completed within 10 days	90%	87%	↑
This indicator is within target tolerance for the quarter (87%) and is performing better than the same time last year (77%).			
ISS10 – Percentage of suppliers paid within 30 days of receipt by invoice	97%	96%	↑
This indicator is within target tolerance for the quarter. It is performing better than last year's quarterly outturn (94%).			
CS21 – Percentage customer satisfaction with the Contact Centre	85%	90%	↑
This indicator is performing better than target (85%) and the same time last year (88%). This is despite there being over three times more surveys completed over the course of the year.			
CS1 – Percentage of Council Tax collected	97%	97.14%	↑

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
This indicator has exceeded target (97%) and has also improved on the same time last year (96.98%).			
CS2 – Percentage of National Non-Domestic Rates (NNDR) collected	96.5%	97.42%	↑
Following the slight drop in collection in Q3 (due to significant increases to the gross debt and large increases in Rateable Value), this indicator has exceeded target and has also improved on last year (96.14%).			
CS3 – Speed of processing new Housing Benefit/Council Tax Benefit claims (days)	24 days	17 days	↑
The quarterly outturn for this indicator (17 days) has exceeded target (24 days) and has improved on the previous year (27 days).			
CS7 – Percentage of Corporate Complaints completed within 10 days	90%	70%	↑
While this indicator is not within target tolerance for the quarter (90%), it is performing better than last year (63%).			

Red Indicators

Environment - to ensure a clean, safe and green borough

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
SC07 – Total number of fly tip incidents	2,704	3,620	↓
While this indicator is performing worse than target, fly tip removal times remain on target at less than a day. Increased proactive monitoring has resulted in increased reporting in 2013/14.			
Corrective Action: Target amended for 2014/15 to reflect increased reporting.			

Individuals – to value and enhance the lives of our residents

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
CY13 – Percentage of Child Protection (CP) Plans lasting more than 24 months	4%	4.7%	↓
Outturns are provisional, however, we have just missed meeting target for this indicator (4%). Due to the small number of children, this indicator fluctuates significantly. In this particular instance, a legal delay outside of the Council's control affected the outturn.			
(ex) NI065 – Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	4%	5.8%	↓
Outturns are provisional, however, we have just missed meeting target for this indicator (4%). As with CY13, a small number of children can have a disproportionate impact on reported figures. National and statistical neighbours achieved approximately 5.5%.			

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
CY15 – Number of new in-house foster carers	10 teenagers 5 children	8	↓
This indicator is performing worse than target. This is partly due to the fact that recruiting foster carers for teenagers is much harder. Corrective Action: A recruitment campaign to target foster carers for teenagers will continue through 2014/15.			
ASCOF 1C(i) – Percentage of people using social care who receive self-directed support and those receiving direct payments	70%	47.7%	↓
Service users receiving self-directed care has increased, however this has been counteracted by a bigger increase in the number of service users receiving community based services. Corrective Action: The way that this indicator is measured is changing, which will have a positive impact on the outturn. There will also continue to be a push to promote the use of Self Directed Services.			

Value – to deliver high customer satisfaction

Indicator	Quarter 4 Target	Quarter 4 Performance	DoT
C11 – Sickness absence rate per annum per employee (days)	7.6 days	10.5 days	↓
Sickness absence is worse than target (7.6 days) and worse than the previous year (7.7 days). Current figures show sickness absence decreasing in recent months. Corrective Action: HR are working with Heads of Service to address sickness and offer tailored support.			

The full Corporate Performance Report for Quarter 4 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:

The oneSource HR Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence. Resilience Training is being made available to managers and staff by the oneSource Health & Safety Service and all managers are in the process of completing the Management Development Programme to develop the relevant skills.

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:

- **CY13** – Percentage of Child Protection Plans lasting more than 24 months
- **(ex)NI065** – Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years
- **CY15** – Number of new in-house foster carers
- **ASCOF 1C(i)** – Percentage of people using social care who receive self-directed support and those receiving direct payments

Should performance not improve, there will be a negative impact for people of different age groups. 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 4 Corporate Performance Report 2013/14

Cabinet – 9th July 2014

Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 10% of the Quarter 4 Target ¹	↑	Performance is better than Quarter 4 2012/13
Amber	More than 10% off the Quarter 4 Target and where performance has <i>improved or been maintained</i> compared to Quarter 4 2012/13	→	Performance is the same as Quarter 4 2012/13
Red	More than 10% off the Quarter 4 Target and where performance has <i>not improved</i> compared to Quarter 4 2012/13	↓	Performance is worse than Quarter 4 2012/13

	Corporate Plan Indicator
--	--------------------------

Page 61

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
SC01	Residual household waste (kg) per household	Smaller is Better	640kg	640kg	651.6kg	642.7kg	↓	Data is provided by East London Waste Authority (ELWA), which lags by 6-8 weeks. We are within target tolerance for this indicator but performance is worse than last year.	Streetcare
SC02	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36%	33% (32,614 of 98,331)	35% (34,014 of 98,435)	↓	Data is provided by East London Waste Authority (ELWA), which lags by 6-8 weeks. We are within target tolerance for this indicator but performance is worse than last year. Some reclassification of the recycling waste definition has had an impact on our ability to hit this target.	Streetcare

¹ 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 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
SC05	Percentage of missed collections put right within target	Bigger is Better	93%	93%	95% (3,480 of 3,679)	94% (3,651 of 3,872)	↑	There is continued good performance in this area with 3,480 of the 3,679 missed collections (95%) put right within the target. This is an improvement on last year (94%) and 2% better than target.	Streetcare
SC07	Total number of fly tip incidents	Smaller is Better	2,704	2,704	3,620	2,842	↓	While this indicator is performing worse than target, fly tip removal times remain on target at less than a day. Increased proactive monitoring by waste has resulted in increased reporting in 2013/14. Corrective Action: Target amended for 2014/15 to reflect increased reporting.	Streetcare
SC04	Parking income against budget	N/A	£3,964,420	£3,964,420	£3,497,986	New indicator	N/A	As this is a new indicator there is no DoT. A RAG rating is also not appropriate for this indicator. Car parking income has dropped due to reduced take up. In addition, a reduction in parking charge notices (PCN) income is causing a target shortfall.	Streetcare

Page 62

Learning - to champion education and learning for all

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
LA1	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	460 (Q4) (AY 2012/13)	460 (Q4) (AY 2013/14)	643 (Q4) (AY 2013/14)	596 (Q4) (AY 2011/12)	↑	This indicator is reported by Academic Year, (August to July). The contract has been aligned with the financial year to provide more meaningful data and allow any late starters to be captured. The data in this report is for August 2012 to July 2013 (Q4).	Learning & Achievement

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
LA6	Percentage of Early Years providers (PVI settings and childminders only) judged Good or Outstanding by OFSTED	Bigger is Better	75% (AY 2012/13)	75% (AY 2013/14)	75% (AY 2013/14)	Methodology changed	N/A	This indicator has met target; 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 Private, Voluntary and Independent nurseries and childminders.	Learning & Achievement
(ex) NI117	Percentage 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%	4.3% (Mar 2014)	4.6%	↑	This indicator is within target tolerance and showing continued good performance, both in terms of NEET reduction and reducing the number of unknowns. This is a targeted service delivered by Prospects on behalf of the Local Authority.	Learning & Achievement

Page 63
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 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
CL2	Number of library visits (physical)	Bigger is Better	1,596,276	399,069	393,176	399,785	↓	The library has made a business decision to move to online services for reference materials this year. They have also purchased a number of online courses (which would have only been available in book form in previous years) and increased the online book offer. This has meant a slight reduction in physical visits but an increase in virtual visits.	Culture & Leisure
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£1,000,000	£4,233,195	£3,602,600	↑	This indicator is performing better than target and better than this time last year. Funding has been secured for a number of projects, including both Rainham Hall (£1.5m) and Victoria Road and Baths Major schemes (£1.2m).	Economic Development

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	700	700	1,017	847	↑	This indicator is performing better than target (700) and better than the same time last year (847). Of the total number of businesses accessing advice in 2013/14 (1,017), the strongest performance was in Q4 (340).	Economic Development
DC4	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	14% (2 of 14)	19% (4 of 21)	↑	Performance (14%) is better than target (30%) and better than the previous year (19%). Data has been retrospectively cleansed for the last two financial years.	Regulatory Services
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	60%	67% (6 of 9)	63% (5 of 8)	↑	Performance (67%) has exceeded target (60%) and is better than the previous year (63%). Data has been retrospectively cleansed for the last two financial years.	Regulatory Services
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	80%	84% (268 of 320)	49% (109 of 223)	↑	Performance (84%) has exceeded target (80%) and is better than the previous year (49%). Data has been retrospectively cleansed for the last two financial years.	Regulatory Services
H1	Percentage of Leaseholder Service charge arrears collected (excluding major works)	Bigger is Better	93%	93%	96.8%	New indicator	N/A	This indicator is performing almost 4% better than target. This is significant as the leaseholder picks up some of the costs of repairs to properties. As it is a new indicator there is no DoT, however, we can provide a RAG rating as it exceeds the target.	Homes & Housing

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
H2	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	99.4% (660 of 664)	New indicator	N/A	This indicator has exceeded target; however, we are reviewing the way it is reported for 2014/15. This is because late repairs are not captured within the quarterly outturns but are captured within the overall annual outturn. As it is a new indicator there is no DoT, however, we can provide a RAG rating as it exceeds target.	Homes & Housing
H4	Number of homes made decent	Bigger is Better	2,224	1,077	1,078	New indicator	N/A	This indicator is performing better than both Q4 and annual targets. While it is a new indicator, we are able to provide a RAG rating as it exceeds the target. There is no DoT, however, comparing against 2012/13.	Homes & Housing
H5	Percentage of rent arrears against rent debit	Smaller is Better	2.5%	2.5%	2.12% (£1,131,042 of £53,297,735)	2.18%	↑	This indicator is performing better than target (2.5%) and better than last year (2.18%). The quarterly outturn provides a snapshot and uses estimated debit while the annual outturn uses actual debit.	Homes & Housing
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	65%	45% (49 of 109)	43% (34 of 79)	↑	Performance (45%) is worse than target (65%) but better than the previous year (43%). Data retrospectively cleansed for the last two financial years following a review of how applications are coded. Corrective Action: Additional resourcing has been engaged and an Action Plan devised to improve decision making.	Regulatory Services
H3	Average void to re-let times	Smaller is Better	22 days	22 days	27 days	New indicator	N/A	This indicator is a new indicator so there is no DoT. As it is performing worse than target there is also no RAG rating available. The empty properties created have tended to be larger units, been occupied for longer periods and required capital works. A change in contract has also been disruptive.	Homes & Housing

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
CY2	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	70%	79% (38 of 48)	62%	↑	Outturns are provisional, however, initial data shows that we have exceeded our target. While the England average has not exceeded 70% over the past 5 years, our statistical neighbours perform at approximately 67%.	Children's Services
13	Percentage of children who wait less than 20 months between entering care and moving in with their adopting family	Bigger is Better	55%	55%	52% (12 of 23)	New indicator	N/A	Outturns are provisional, however, we are within target tolerance (52%) for this indicator. While it is a new indicator, we are able to provide a RAG rating as it is within target tolerance.	Children's Services
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	4,000	4,000	4,424	3,797	↑	This indicator has exceeded the annual target by 424 users and is also performing better than the same time last year (3,797 users).	Homes & Housing
PH1	Chlamydia diagnoses (quarterly, but with a time lag of up to two quarters)	Bigger is Better	475 positive cases	475 positive cases	465 positive cases	New indicator	N/A	This indicator is performing within target tolerance (with 465 positive cases in 2013/14). While it is a new indicator, we are able to provide a RAG rating as it is within target tolerance.	Public Health
ASCOF 1C(ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	15%	14.6%	10.1%	↑	There has been a significant rise in the number of service users who receive their care via a Direct Payment, which has resulted in a better performance this year. There will be a continued drive during 2014/15 to further increase this outturn.	Adult's Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
ASCOF 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	1.8	3.2	↑	Performance for this measure is taken as a snapshot of delays as at the last Thursday of each month. Performance with this indicator has vastly improved.	Adults Services
ASCOF 2C(iii)	Delayed transfers of care that are attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1	1	0.8	New indicator	N/A	As with the other two parts of this indicator, part 3 for DTOC (which only measures delays attributable to Adult Social Care) has also significantly improved with only 1 delay on average per month. While it is a new indicator, we are able to provide a RAG rating as it has exceeded target.	Adults Services
L3	Percentage of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	6%	6%	5.9%	6.9%	↑	The number of service users using reablement services has increased; however the percentage of service users that re-present has decreased ensuring that performance improved from 2012/13.	Adults Services
CY13	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4%	4%	4.7% (6 of 129)	4.1%	↓	Outturns are provisional, however, initial data shows that we have just missed our target. Due to the small number of children, this indicator fluctuates significantly. In this particular instance, a legal delay outside of our control affected the outturn.	Children's Services
(ex) NIO65	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	4%	4%	5.8% (10 of 171)	0%	↓	Outturns are provisional; however, initial data shows that we have missed our target. As with CY13, a small number of children can have a disproportionate impact on reported figures. National and statistical neighbours achieved approx 5.5%.	Children's Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
CY15	Number of new in-house foster carers	Bigger is Better	10 teenagers 5 children	10 teenagers 5 children	8	16	↓	<p>Outturns are provisional, however, this indicator is performing worse than target and worse than the previous year. This is partly due to the fact that recruiting foster carers for teenagers is much harder.</p> <p>Corrective Action: A recruitment campaign to target foster carers for teenagers is currently underway.</p>	Children's Services
ASCOF 1C(i)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	70%	70%	47.7%	48.4%	↓	<p>The number of service users that have received self-directed care has increased; however this has been counteracted by a bigger increase in the number of service users receiving community based services. This indicator has also been adversely affected as the number of service users that have received equipment and reablement services has increased in the year.</p> <p>Corrective Action: The way that this indicator is measured for 2014/15 is changing and this will have a positive impact on the outturn. There will continue to be a push within Adult Social Care to promote the use of Self Directed Services</p>	Adults Services

Page 68

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

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
CS8	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	6.6%	New indicator	N/A	<p>This indicator is performing better than target. While it is a new indicator, we are able to provide a RAG rating as it exceeds the target. There is no DoT, however, comparing against 2012/13.</p>	Corporate Health

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
CS10	Percentage of Member/MP Enquiries completed within 10 days	Bigger is Better	90%	90%	87%	77%	↑	This indicator has a target of 90% and so the outturn is within target tolerance for the quarter (87%) and is better than last year.	Corporate Health
ISS10	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	96% (24,029 of 24,992)	94% (25,729 of 27,276)	↑	This indicator is within target tolerance for the quarter and the year (96%). It is performing better than last year's quarterly outturn (94%), however, is performing worse than the overall annual outturn (97%). Of the 93,767 invoices received in 2013/14, 89,860 invoices were processed within 30 days.	Corporate Health
CS21	Percentage of customers satisfied with the Contact Centre	Bigger is Better	85%	85%	90% (6,082 surveys)	88% (2,339 surveys)	↑	This indicator is performing better than target (85%). It is also performing better than the same time last year (88%). This is despite there being over three times more surveys completed over the course of the year.	Customer Services
CS1	Percentage of Council Tax collected	Bigger is Better	97% (£118.3m)	97% (£118.3m)	97.14% (£118.5m)	96.98% (£115.3m)	↑	This indicator has exceeded target (97%) and has also improved on last year's outturn (96.98%).	Exchequer Services
CS2	Percentage of National Non-Domestic Rates collected	Bigger is Better	96.5% (£72.3m)	96.5% (£72.3m)	97.42% (£73.0m)	96.14% (£68.9m)	↑	Following the slight drop in collection in Q3 (due to significant increases to the gross debt and large increases in Rateable Value), this indicator has exceeded target and has also improved on last year.	Exchequer Services

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
CS3	Speed of processing new Housing Benefit/Council Tax Benefit claims (days)	Smaller is Better	24 days	24 days	17 days	27 days	↑	The quarterly outturn for this indicator (17 days) has exceeded the quarterly target (24 days) and is better than the same time last year (27 days).	Exchequer Services
CS4	Speed of processing changes in circumstances of Housing Benefit/Council Tax Benefit claimants (days)	Smaller is Better	18 days	18 days	4 days	4 days	→	The quarterly outturn for this indicator (4 days) has exceeded the quarterly target (18 days) and is the same as the previous year.	Exchequer Services
CS7	Percentage of Corporate Complaints completed within 10 days	Bigger is Better	90%	90%	70%	63%	↑	While this indicator is not within target tolerance for the quarter (90%), it is performing better than last year (63%).	Corporate Health
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	10.5 days	7.7 days	↓	Sickness absence is worse than target (7.6 days) and the same time last year (7.7 days). Current figures show sickness absence decreasing in recent months. Corrective Action: HR are working with Heads of Service to address sickness in their area and offer tailored support.	Corporate Health
TBC	Percentage of queries resolved at first point of contact	Bigger is Better	Not available	Not available	Not available	New indicator	N/A	This indicator was due to replace the "Percentage of avoidable contact" performance indicator this year, however, we are still awaiting changes to the technology to enable us to collect the data and report an outturn.	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 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
CSP1	The number of burglaries reported	Smaller is Better	2,580	2,580	2,396	2,753	↑	This indicator has exceeded target. There has been a reduction in burglaries in Havering (almost 13%) in 2013/14 compared to the previous year.	Corporate Policy & Community
CSP2	The number of anti-social behaviour (ASB) incidents reported	Smaller is Better	8,451	8,451	6,748	Met Police methodology changed	N/A	ASB incidents reported to the Metropolitan Police in Havering have reduced in 2013/14 and we are performing better than target. As the Met Police methodology changed, there is no DoT against 2012/13.	Corporate Policy & Community
PH2	Participation in National Child Measurement Programme (NCMP)	Bigger is Better	85%	85%	94.5% (Reception) 93% (Year 6)	94.5% (Reception) 93% (Year 6)	→	The NCMP is a surveillance system tracking the weight of children at two key stages. Performance is significantly higher than target and is the same as the previous year. The proposed target, set by the Department for Health, has been retained for 2014/15.	Public Health
PH3	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	16.5%	16.5%	20.8% (14,240)	9.4% (6,529)	↑	Performance (20.8%) is significantly better than target (16.5%) and much higher than the previous year (9.4%). This means 14,240 patients have been offered an NHS Health Check this year (7,711 more than in 2012/13).	Public Health

Ref.	Indicator	Value	2013/14 Annual Target	2013/14 Quarter 4 Target	2013/14 Quarter 4 Performance	2012/13 Quarter 4 Performance	DOT	Comments	Service
	Percentage of eligible patients receiving an NHS Health Check	Bigger is Better	49%	49%	46.8% (6,396)	47% (4,780)	↓	Performance (46.8%) is within target tolerance (49%) and only slightly worse than the previous year (47%). Despite this (due to population changes) 6,396 patients have been offered an NHS Health Check this year (1,616 more than in 2012/13).	Public Health
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	35	26.4 (Q3 2012/13)	28 (Q3 2011/12)	↑	ONS releases conception statistics 14 months after the period to which they relate. The most recent figures available are for Q3 (2012/13).	Public Health
ASCOF 2C(i)	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7	7	5.3	10.5	↑	Performance for this National Measure is taken as a snapshot of delays as at the last Thursday of each month. Performance for part 1 of this indicator has improved significantly throughout 2013-14 with an average of less than 10 delays per month.	Adult Services

CABINET

30 July 2014

Subject Heading:

**CORPORATE PERFORMANCE REPORT
ANNUAL 2013/14**

Cabinet Member:

Councillor Roger Ramsey

CMT Lead:

Cynthia Griffin

Report Author and contact details:

Claire Thompson, Corporate Policy & Community Manager
claire.thompson@havering.gov.uk
 01708 431003

Policy context:

The report sets out the Council's performance against the Corporate Performance Indicators for 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 2013/14 (April 2013 to March 2014), 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 2013/14 annual target and where performance has *not improved* compared to 2012/13¹
- **Amber** = More than 10% off the 2013/14 annual target and where performance has *improved or been maintained* compared to 2012/13
- **Green** = On or within 10% of the 2013/14 annual 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 the annual performance in 2013/14 with the annual performance in 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.

Annual 2013/14 - Performance Summary

68 Corporate Performance Indicators are measured annually and 63 of these have been given a RAG status this year. In summary:

- **51 of 63** (81%) indicators are rated as **Green**
- **1 of 63** (2%) indicators are rated as **Amber**
- **11 of 63** (17%) indicators are rated as **Red**

RECOMMENDATIONS

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

¹ With the exception of 'Percentage of National Non-Domestic Rates (NNDR) collected' and 'Percentage of council tax collected' where the tolerance is 5%

REPORT DETAIL

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

Green or Amber and showing better performance than Annual 2012/13

Environment - to ensure a clean, safe and green borough

Indicator	Annual Target	Annual Performance	DoT
SC05 – Percentage of missed collections put right within target	93%	95%	↑
There is continued good performance in this area with 3,480 of the 3,679 missed collections put right within the target. This is an improvement on last year (94%) and is better than target.			
SC08 – Percentage of residents who feel local streets are clean and tidy	74%	75%	↑
Of the 7,252 responses to the 2013 Your Council Your Say survey, 75% of residents felt that local streets were clean and tidy. This is above target and a 1 percentage point improvement on last year.			

Learning – to champion education and learning for all

Indicator	Annual Target	Annual Performance	DoT
LA1 – Number of apprentices recruited in the borough	460 (AY 2012/13)	643 (AY 2012/13)	↑
This indicator is reported by Academic Year, (August to July). The contract has been aligned with the financial year to provide more meaningful data and allow any late starters to be captured. The data in this report is for August 2012 to July 2013.			
LA5 – Percentage of 3 and 4 year olds who have access to an early education entitlement place if their parents wish	90% (AY 2012/13)	101% (AY 2012/13)	↑
This figure is provided by DfE and calculated using estimated population. According to DfE's benchmarking figure, we have exceeded 100%. This is not uncommon and the DfE have provided a technical note (the implication of this is that take up percentages are likely to be overestimated and could well exceed 100%).			
(ex) NI075 – Percentage of pupils who achieve 5 or more A*-C grades at GCSE at KS4	68% (AY 2012/13)	64% (AY 2012/13)	↑
This indicator is within target tolerance (63.7%) and is performing better than the same time last year (61%).			

Indicator	Annual Target	Annual Performance	DoT
(ex) NI117 – Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	4.9%	4.1%	↑
<p>This indicator is within target tolerance and showing continued good performance, both in terms of NEET reduction and reducing the number of unknowns. This is a targeted service delivered by Prospects on behalf of the Local Authority.</p>			

Towns and Communities – to provide economic, social and cultural opportunities

Indicator	Annual Target	Annual Performance	DoT
Survey – Percentage of residents who feel their local park is clean and tidy	73%	84%	↑
<p>This question was included in the Your Council Your Say Survey (2013) and achieved 84%. The question was also included in the Spring Clean Survey (2012) and achieved 73%.</p>			
R2 – Net external funding (£) secured through regeneration initiatives	£1,000,000	£4,233,195	↑
<p>This indicator is performing better than target and better than this time last year. Funding has been secured for a number of projects, including both Rainham Hall (£1.5m) and Victoria Road and Baths Major schemes (£1.2m).</p>			
R3 – Number of businesses accessing advice through regeneration initiatives	700	1,017	↑
<p>This indicator is performing better than target (700) and better than the same time last year (847). Of the total number of businesses accessing advice in 2013/14 (1,017), the strongest performance was in Q4 (340).</p>			
(ex) NI157a – Processing of major applications within 13 weeks (%)	60%	62%	↑
<p>Performance (62%) has exceeded target (60%) and is better than the previous year (61%). Data has been retrospectively cleansed for the last two financial years.</p>			
H5 – Percentage of rent arrears against rent debit	2.5%	2.14%	↑
<p>This indicator is performing better than target. The annual outturn uses actual debit while the quarterly outturn provides a snapshot and uses estimated debit. This explains the slight change between the Q4 (2.12%) and annual (2.14%) outturns.</p>			

Individuals – to value and enhance the lives of our residents

Indicator	Annual Target	Annual Performance	DoT
CY2 – Percentage of Looked After Children (LAC) placements lasting at least 2 years	70%	79%	↑
While the England average has not exceeded 70% over the past 5 years, and statistical neighbours perform at approximately 67%, we have exceeded our target (outturns are provisional).			
L5 – Total number of Careline and Telecare users in the borough	4,000	4,424	↑
This indicator has exceeded the annual target by 424 users and is also performing better than the same time last year (3,797 users).			
ASCOF 1C(ii) – Direct payments as a proportion of self-directed support (%)	15%	15%	↑
There has been a significant rise in the number of service users who receive their care via a Direct Payment which has resulted in this indicator performing better. There will be a continued drive during 2014/15 to further increase this outturn.			
ASCOF 2C(ii) – Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000 population	3	1.8	↑
Performance for this measure is taken as a snapshot of delays as at the last Thursday of each month. Performance with this indicator has vastly improved.			
L3 – Percentage of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	6%	6%	↑
The number of service users using reablement services has increased, however the percentage of service users that re-present has decreased ensuring that performance improved from 2012/13.			

Value – to deliver high customer satisfaction

Indicator	Annual Target	Annual Performance	DoT
CS10 – Percentage of Member/MP enquiries completed within 10 days	90%	83%	↑
This indicator is within target tolerance for the year (90%). It is also performing better than last year (81%).			
CS21 – Percentage customer satisfaction with the Contact Centre	85%	89%	↑
This indicator is performing better than target. It is also performing better than the same time last year. This is despite there being over three times more surveys (15,557) completed.			
CS1 – Percentage of Council Tax collected	97.0%	97.1%	↑

Indicator	Annual Target	Annual Performance	DoT
This indicator has exceeded target and has also improved on last year (96.98%).			
CS2 – Percentage of NNDR collected	96.5%	97.4%	↑
Following the slight drop in collection in Q3 (due to significant increases to the gross debt and large increases in Rateable Value), this indicator has exceeded target and has also improved on last year (96.1%).			
CS3 – Speed of processing new Housing Benefit/Council Tax Benefit claims (days)	24 days	26 days	↑
The speed of processing new claims is within target tolerance (24 days) and has improved on last year's outturn (30 days).			
CS4 – Speed of processing changes in circumstances of Housing Benefit/Council Tax Benefit claimants (days)	18 days	12 days	↑
The annual outturn (12 days) has exceeded the annual target (18 days) and is significantly better than the previous year's outturn (21 days).			
CS7 – Percentage of Corporate Complaints completed within 10 days	90%	73%	↑
While this indicator is not within target tolerance for the year (90%), it is performing better than last year (68%).			

Red and showing worse performance than Quarter 4 2012/13

Environment - to ensure a clean, safe and green borough

Indicator	Annual Target	Annual Performance	DoT
SC06 – Number of people killed and seriously injured on roads (per 100,000)	65 (2012)	78 (2012)	↓
There is a time lag for this indicator as outturns are collected by the police and published by the Department for Transport (DfT). Performance is worse than target and last year.			
SC07 – Total number of fly tip incidents	2,704	3,620	↓
While this indicator is performing worse than target, fly tip removal times remain in target at less than a day. Increased proactive monitoring by waste has resulted in increased reporting.			
Corrective Action: Target amended for 2014/15 to reflect increased reporting.			

Learning – to champion education and learning for all

Indicator	Annual Target	Annual Performance	DoT
LA9 – Schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in Reading, Writing and Maths at KS2	0 of 49 (AY 2012/13)	1 of 49 (AY 2012/13)	↓
This is reported by Academic Year, which runs from August to July. Performance is worse than target and last year with one school (Brookside Junior) performing below the floor standard.			
Corrective Action: Delegation from Brookside Junior has been withdrawn and an interim Senior Management Board implemented. This will cease upon the school's conversion to an Academy.			

Towns and Communities – to provide economic, social and cultural opportunities

Indicator	Annual Target	Annual Performance	DoT
(ex) NI157b – Processing of minor applications within 8 weeks (%)	65%	36%	↓
(ex) NI157c – Processing of other applications within 8 weeks (%)	80%	64%	↓
Performance for minor applications (36%) is worse than target (65%) and worse than the previous year (60%). Similarly, performance for other applications (64%) is worse than target (80%) and worse than the previous year (77%).			
Corrective Action: Additional resourcing engaged and an Action Plan devised to improve decision making.			
L6 – Number of extra care housing units	306	0	↓
The future of extra care housing in the borough is subject to the review of the Dreywood Court development and localised research into the needs of older people. This approach has been led by Members to ensure future provision meets the needs of local older people.			

Individuals – to value and enhance the lives of our residents

Indicator	Annual Target	Annual Performance	DoT
CY13 – Percentage of Child Protection (CP) Plans lasting more than 24 months	4%	4.7%	↓
Outturns are provisional, however, we have just missed our target. Due to the small number of children, this indicator fluctuates significantly. In this particular instance, a legal delay outside of our control affected the outturn.			
(ex) NI065 – Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	4%	5.8%	↓
Outturns are provisional, however, we have missed our target. As with CY13, a small number of children can have a disproportionate impact on reported figures. National and statistical neighbours achieved approximately 5.5%.			
CY15 – Number of new in-house foster carers	10 teenagers 5 children	8	↓

Indicator	Annual Target	Annual Performance	DoT
This indicator is performing worse than target and worse than the previous year. This is partly due to the fact that recruiting foster carers for teenagers is much harder.			
Corrective Action: A recruitment campaign to target foster carers for teenagers will continue through 2014/15.			
ASCOF 1C(i) – Percentage of people using social care who receive self-directed support and those receiving direct payments	70%	48%	↓
The number of service users that have received self-directed care has increased, however this has been counteracted by a bigger increase in the number of service users receiving community based services.			
Corrective Action: The way that this indicator is measured is changing, which will have a positive impact on the outturn. There will also continue to be a push to promote the use of Self Directed Services.			

Value – to deliver high customer satisfaction

Indicator	Annual Target	Annual Performance	DoT
C11 – Sickness absence rate per annum per employee (days)	7.6 days	10.5 days	↓
Sickness absence is worse than target (7.6 days) and the same time last year (7.7 days). Current figures show sickness absence decreasing in recent months.			
Corrective Action: HR are working with Heads of Service to address sickness and offer tailored support.			

The full Corporate Performance Report for Annual 2013/14 is attached as **Appendix 1**.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with an annual 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:

The oneSource HR Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence. Resilience Training is being made available to managers and staff by the oneSource Health & Safety Service and all managers are in the process of completing the Management Development Programme to develop the relevant skills.

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:

- **LA9** – Schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in Reading, Writing and Maths at KS2
- **L6** – Number of extra care housing units in the borough
- **CY13** – Percentage of Child Protection Plans lasting more than 24 months
- **(ex)NI065** – Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years
- **CY15** – Number of new in-house foster carers
- **ASCOF 1C(i)** – Percentage of people using social care who receive self-directed support and those receiving direct payments

Should performance not improve, there will be a negative impact for people of different age groups. 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>

This page is intentionally left blank

Appendix 1: Annual Corporate Performance Report 2013/14

Cabinet – 9th July 2014

Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 10% of the 2013/14 annual target ¹	↑	The annual performance in 2013/14 is better than the annual performance in 2012/13
Amber	More than 10% off the 2013/14 annual target and where performance has <i>improved or been maintained</i> compared to 2012/13	→	The annual performance in 2013/14 is the same as the annual performance in 2012/13
Red	More than 10% off the 2013/14 annual target and where performance has <i>not improved</i> compared to 2012/13	↓	The annual performance in 2013/14 is worse than the annual performance in 2012/13

	Corporate Plan Indicator
--	--------------------------

Page 83

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
SC01	Residual household waste (kg) per household	Smaller is Better	640kg	640kg	651.6kg	642.7kg	↓	Data is provided by East London Waste Authority (ELWA), which lags by 6-8 weeks. We are within target tolerance but performing worse than last year.	Streetcare
SC02	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36%	33% (32,614 of 98,331)	35% (34,014 of 98,435)	↓	Data is provided by ELWA, which lags by 6-8 weeks. We are within target tolerance but performing worse than the same time last year. Some reclassification of the recycling waste definition has had an impact on our ability to hit this target.	Streetcare

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

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
SC05	Percentage of missed collections put right within target	Bigger is Better	93%	93%	95% (3,480 of 3,679)	94% (3,651 of 3,872)	↑	There is continued good performance in this area with 3,480 of the 3,679 missed collections (95%) put right within the target. This is an improvement on last year (94%) and 2% better than target.	Streetcare
SC08	Percentage of residents who feel local streets are clean and tidy	Bigger is Better	78%	74%	75% (7,252 surveys)	74% (7,549 surveys)	↑	Of the 7,252 responses to the 2013 "Your Council Your Say" survey, 75% of residents felt that local streets were clean and tidy. This is above target and a 1 percentage point improvement on last year.	Streetcare
SC06	Number of people killed and seriously injured on roads (per 100,000)	Smaller is Better	75 (2013)	65 (2012)	78 (2012)	74 (2011)	↓	There is a time lag for this indicator as outturns are collected by the police and published by the Department for Transport (DfT). Performance is worse than target and also worse than this time last year. The data for 2013 will be available from TFL in September 2014.	Streetcare
SC07	Total number of fly tip incidents	Smaller is Better	3,500	2,704	3,620	2,842	↓	While this indicator is performing worse than target, fly tip removal times remain in target at less than a day. Increased proactive monitoring by waste has resulted in increased reporting. Corrective Action: Target amended for 2014/15 to reflect increased reporting.	Streetcare
R8	Greenhouse gas emissions from Local Authority estate and operations	Bigger is Better	29,051 tonnes	29,345 tonnes	Not available	28,963 tonnes	N/A	This is an annual indicator, but the outturn will not be available until August. It will therefore be included in the Quarter 1 or Quarter 2 report.	Corporate Policy & Community

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
SC04	Parking income against budget	N/A	£3,964,420	£3,964,420	£3,497,986	New indicator	N/A	As this is a new indicator there is no DoT. A RAG rating is also not appropriate for this indicator. Car parking income has dropped due to reduced take up. In addition, a reduction in parking charge notices (PCN) income is causing a target shortfall.	Streetcare

Learning - to champion education and learning for all

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
LA1	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	600 (Q4) (AY 2013/14)	460 (Q4) (AY 2012/13)	643 (Q4) (AY 2012/13)	596 (Q4) (AY 2011/12)	↑	This indicator is reported by Academic Year, (August to July). The contract has been aligned with the financial year to provide more meaningful data and allow any late starters to be captured. The data in this report is for August 2012 to July 2013.	Learning & Achievement
LA5	Percentage of 3 and 4 year olds who have access to an early education entitlement place if their parents wish	Bigger is Better	96% (AY 2013/14)	90% (AY 2012/13)	101% (AY 2012/13)	96% (AY 2011/12)	↑	This figure is provided by DfE and calculated using estimated population. According to DfE's benchmarking figure, we have exceeded 100%. This is not uncommon and the DfE have provided a technical note (the implication of this is that take up percentages are likely to be overestimated and could well exceed 100%).	Learning & Achievement
LA6	Percentage of Early Years providers (PVI settings and childminders only) judged Good or Outstanding by OFSTED	Bigger is Better	75% (AY 2013/14)	75% (AY 2012/13)	75% (AY 2012/13)	Methodology changed	N/A	This indicator has met target, however, as the methodology changed there is no DoT. Maintained schools with nursery classes no longer receive separate Early Years ratings and the indicator now relates to Private, Voluntary and Independent (PVI) nursery settings and childminders.	Learning & Achievement

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
LA10	Number of schools below the floor standard where fewer than 40% of pupils achieve 5 or more A*-C grade at KS4	Smaller is Better	0 of 18 (AY 2013/14)	0 of 18 (AY 2012/13)	0 of 18 (AY 2012/13)	0 of 18 (AY 2011/12)	→	This indicator is reported by Academic Year (August to July). Performance has met target (with 0 of 18 schools below the floor standard) and we have maintained our performance from last year.	Learning & Achievement
(ex) NI075	Percentage of pupils who achieve 5 or more A*-C grades at GCSE at KS4	Bigger is Better	66% (AY 2013/14)	68% (AY 2012/13)	64% (AY 2012/13)	61% (AY 2011/12)	↑	The outturn for this indicator (64%) is within tolerance for the target (68%) and is performing better than the same time last year (61%).	Learning & Achievement
LA25	People of working-age qualified to at least Level 2 (% of working age population)	Bigger is Better	Deleted	65% (Jan 2013)	61.1% (Jan 2013)	65.7% (Jan 2012)	↓	This indicator is sourced from NOMIS (via an ONS annual population survey) and is released each April with provisional figures for the previous calendar year. We have no control over which residents are surveyed, or which residents attend Higher Education to increase their qualifications.	Learning & Achievement
(ex) NI117	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	4.0%	4.9%	4.1% (Jan-Mar 2014)	4.6%	↑	This indicator is within target tolerance and showing continued good performance, both in terms of NEET reduction and reducing the number of unknowns. This is a targeted service delivered by Prospects on behalf of the Local Authority.	Learning & Achievement
LA9	Schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in Reading, Writing and Maths at KS2	Smaller is Better	0 of 49 (AY 2013/14)	0 of 49 (AY 2012/13)	1 of 49 (AY 2012/13)	0 of 49 (AY 2011/12)	↓	This indicator is reported by Academic Year, which runs from August to July. Performance is worse than target and last year with one school (Brookside Junior) performing below the floor standard. Corrective Action: The local authority has withdrawn delegation from Brookside Junior and implemented an interim Senior Management Board. This will cease upon the school's conversion to an Academy.	Learning & Achievement

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

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
Survey	Percentage of residents who feel their local park is clean and tidy	Bigger is Better	84%	73%	84% (7,252 surveys)	73% (7,549 surveys)	↑	This question was included in the Your Council Your Say Survey (2013) and achieved 84%. The question was also included in the Spring Clean Survey (2012) and achieved 73%.	Culture & Leisure
Survey	Percentage of residents' satisfaction with the area as a place to live	Bigger is Better	76%	78%	76% (7,252 surveys)	Not available	N/A	This question was included in the Your Council Your Say Survey (2013) and achieved 76%. It was not included in the Spring Clean Survey (2012) but achieved 75% in the Your Council Your Say Survey (2011).	Corporate Policy & Community
Survey	Percentage of residents who feel that people get on well together in their neighbourhood	Bigger is Better	66%	73%	66% (7,252 surveys)	Not available	N/A	This question was included in the Your Council Your Say Survey (2013) and achieved 66%. It was not included in the Spring Clean Survey (2012) but achieved 66% in the Your Council Your Say Survey (2011).	Corporate Policy & Community
Survey	Percentage of residents' satisfaction with library services	Bigger is Better	81%	83.5%	75% (7,252 surveys)	Not available	N/A	This question was included in the Your Council Your Say Survey (2013) and achieved 75%. It was not included in the Spring Clean Survey (2012) but achieved 82% in the Your Council Your Say Survey (2011).	Culture & Leisure
CL2	Number of library visits (physical)	Bigger is Better	1,600,000	1,596,276	1,674,688	1,718,881	↓	The library has made a business decision to move to on line services for reference materials this year. They have also purchased a number of online courses (which would have only been available in book form in previous years) and increased the online book offer. This has meant a slight reduction in physical visits but an increase in virtual visits.	Culture & Leisure

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£2,000,000	£1,000,000	£4,233,195	£3,602,600	↑	This indicator is performing better than target and better than this time last year. Funding has been secured for a number of projects, including both Rainham Hall (£1.5m) and Victoria Road and Baths Major schemes (£1.2m).	Economic Development
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	700	700	1,017	847	↑	This indicator is performing better than target (700) and better than the same time last year (847). Of the total number of businesses accessing advice in 2013/14 (1,017), the strongest performance was in Q4 (340).	Economic Development
DC4	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	25% (18 of 72)	23% (19 of 82)	↓	Performance (25%) is better than target (30%) but worse than the previous year (23%). Data has been retrospectively cleansed for the last two financial years following a review of how data is coded.	Regulatory Services
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	60%	62% (24 of 39)	61% (17 of 28)	↑	Performance (62%) has exceeded target (60%) and is better than the previous year (61%). Data has been retrospectively cleansed for the last two financial years.	Regulatory Services
H1	Percentage of Leaseholder Service charge arrears collected (excluding major works)	Bigger is Better	93%	93%	97%	New indicator	N/A	Performance (97%) has exceeded target (93%). While it is a new indicator, we are able to provide a RAG rating as it exceeds the target.	Homes & Housing

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
H2	Percentage of repairs completed on time (including services contractors)	Bigger is Better	95%	90%	88% (29,590 of 33,469)	New indicator	N/A	This indicator is within target tolerance, however, we are reviewing the way the indicator is reported for 2014/15. This is because late repairs are not captured within the quarterly outturns but are captured within the overall annual outturn. While it is a new indicator, we are able to provide a RAG rating as it exceeds the target.	Homes & Housing
H4	Number of homes made decent	Bigger is Better	1,290	2,224	2,224	New indicator	N/A	This indicator has met target. While it is a new indicator, we are able to provide a RAG rating as it meets the target. There is no DoT, however, comparing against 2012/13.	Homes & Housing
H5	Percentage of rent arrears against rent debit	Smaller is Better	2.5%	2.5%	2.14% (£1,131,042 of £52,807,307)	2.18%	↑	This indicator is performing better than target. The annual outturn uses actual debit while the quarterly outturn provides a snapshot and uses estimated debit. This explains the slight change between the Q4 (2.12%) and annual (2.14%) outturns.	Homes & Housing
(ex) NI155	Number of affordable homes delivered (gross)	Bigger is Better	250	250	366	487	↓	While performance is significantly better than target (an additional 116 affordable homes were delivered in total over the year), it is performing worse than the same time last year.	Homes & Housing
L6	Number of extra care housing units in the borough	Bigger is Better	Deleted	306	0	186	↓	The future of extra care housing in the borough is subject to the review of the Dreywood Court development and localised research into the needs and aspirations of older people. This approach has been led by Members to ensure that future provision meets the needs of local older people.	Homes & Housing

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	65%	36% (143 of 398)	60% (181 of 302)	↓	Performance (36%) is worse than target (65%) and worse than the previous year (60%). Data has been retrospectively cleansed for the last two financial years. Corrective Action: Additional resourcing has been engaged and an Action Plan devised to improve decision making.	Regulatory Services
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	80%	64% (894 of 1,387)	77% (839 of 1,093)	↓	Operating system codes have recently been updated and so data has been retrospectively cleansed for the last two financial years. Quarter 4 represents the strongest quarter of 2013/14. Corrective Action: Additional resourcing has been engaged and an Action Plan devised to improve decision making	Regulatory Services
H3	Average void to re-let times	Smaller is Better	25 days	22 days	28 days	New indicator	N/A	This indicator is performing worse than target. As it is a new indicator and is not within target, no DoT or RAG rating is available. The empty properties created have tended to be larger units, been occupied for longer periods and required capital works. A change in contract has also been disruptive.	Homes & Housing

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
CY2	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	80%	70%	79% (38 of 48)	62%	↑	Outturns are provisional, however, initial data shows that we have exceeded our target. While the England average has not exceeded 70% over the past 5 years, and statistical neighbours perform at approximately 67%.	Children's Services

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
13	Percentage children who wait less than 20 months between entering care and moving in with their adopting family	Bigger is Better	60%	55%	52% (12 of 23)	New indicator	N/A	Outturns are provisional, however, initial data shows that we are within target tolerance (52%). While it is a new indicator, we are able to provide a RAG rating as it is within target tolerance. The target for 2014/15 is ambitious but achievable considering recent improvements.	Children's Services
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	5,000	4,000	4,424	3,797	↑	This indicator has exceeded the annual target by 424 users and is also performing better than the same time last year (3,797 users).	Homes & Housing
PH1	Chlamydia diagnoses (quarterly, but with a time lag of up to two quarters)	Bigger is Better	475 positive cases	475 positive cases	465 positive cases	New indicator	N/A	This indicator is performing within target tolerance (with 465 positive cases in 2013/14). While it is a new indicator, we are able to provide a RAG rating as it is within target tolerance.	Public Health
Survey	Percentage of residents who give up their time to volunteer	Bigger is Better	25%	25%	25%	Not available	N/A	This question was included in the Your Council Your Say Survey (2013) and achieved 25%. It was not included in the Spring Clean Survey (2012) and so no direction of travel is available.	Corporate Policy & Community
ASCOF 1C(ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	45%	15%	14.6%	10.1%	↑	There has been a significant rise in the number of service users who receive their care via a Direct Payment which has resulted in this indicator performing better. There will be a continued drive during 2014-15 to further increase this outturn.	Adults Services
ASCOF 2B(i)	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services.	Bigger is Better	87%	85%	81%	82%	↓	In line with the above indicator the number of customers using our reablement services has increased. This has meant that the percentage of people who are still at home 91 days after discharge from hospital has fallen slightly.	Adults Services

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
ASCOF 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	1.8	3.2	↑	Performance for this measure is taken as a snapshot of delays as at the last Thursday of each month. Performance with this indicator has vastly improved.	Adults Services
ASCOF 2C(iii)	Delayed transfers of care that are attributable to Adult Social Care only per 100,000 population	Smaller is Better	1	1	0.8	New indicator	N/A	As with the other 2 parts of this indicator, Part 3 for DTOC which only measures delays attributable to Adult Social Care, has also significantly improved with only 1 delay on average per month. While it is a new indicator, we are able to provide a RAG rating as it has exceeded target.	Adults Services
L3	Percentage of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	6%	6%	5.9%	6.9%	↑	The number of service users using reablement services has increased, however the percentage of service users that re-present has decreased ensuring that performance improved from 2012/13.	Adults Services
CY13	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4%	4%	4.7% (6 of 129)	4.1%	↓	Outturns are provisional, however, initial data shows that we have just missed our target. Due to the small number of children, this indicator fluctuates significantly. In this particular instance, a legal delay outside of our control affected the outturn.	Children's Services
(ex) NI065	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	5%	4%	5.8% (10 of 171)	0%	↓	Outturns are provisional, however, initial data shows that we have missed our target. As with CY13, a small number of children can have a disproportionate impact on reported figures. National and statistical neighbours achieved approximately 5.5%.	Children's Services

Page 93

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
CY15	Number of new in-house foster carers	Bigger is Better	10 teenagers 5 children	10 teenagers 5 children	8	16	↓	<p>This indicator is performing worse than target and worse than the previous year. This is partly due to the fact that recruiting foster carers for teenagers is much harder.</p> <p>Corrective Action: A recruitment campaign to target foster carers for teenagers will continue through 2014/15.</p>	Children's Services
ASCOF 1C(i)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	80%	70%	47.7%	48.4%	↓	<p>The number of service users that have received self-directed care has increased, however this has been counteracted by a bigger increase in the number of service users receiving community based services. This indicator has also been adversely affected as the number of service users that have received equipment and reablement services has increased in the year.</p> <p>Corrective Action: The way that this indicator is measured for 2014/15 is changing and this will have a positive impact on the outturn. There will continue to be a push within Adult Social Care to promote the use of Self Directed Services.</p>	Adults Services

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

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
CS8	Percentage of corporate complaints escalated to Stage 2	Smaller is Better	10%	10%	7.0%	New indicator	N/A	<p>This indicator is performing better than target (10%). While it is a new indicator, we are able to provide a RAG rating as it exceeds the target. There is no DoT, however, comparing against 2012/13.</p>	Corporate Health

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
CS10	Percentage of Member/MP enquiries completed within 10 days	Bigger is Better	90%	90%	83%	81%	↑	The outturn for this indicator (83%) is within target tolerance for the year (90%). It is also performing better than last year's outturn (81%).	Corporate Health
ISS10	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	97%	96% (89,860 of 93,767)	96% (89,600 of 93,072)	→	The outturn for this indicator (96%) is within target tolerance for the year (97%). It is performing the same as the previous year (96%). Of the 93,767 invoices received in 2013/14, 89,860 invoices were processed within 30 days.	Corporate Health
CS21	Percentage of customers satisfied with the Contact Centre	Bigger is Better	85%	85%	89% (21,779 surveys)	87% (6,222 surveys)	↑	This indicator is performing better than target. It is also performing better than the same time last year. This is despite there being over three times more surveys (15,557) completed.	Customer Services
CS1	Percentage of Council Tax collected	Bigger is Better	97%	97% (£118.3m)	97.14% (£118.5m)	96.98% (£115.3m)	↑	This indicator has exceeded target (97%) and has also improved on last year (96.98%).	Exchequer Services
CS2	Percentage of National Non-Domestic Rates (NNDR) collected	Bigger is Better	96.5%	96.5% (£72.3m)	97.42% (£73.0m)	96.14% (£68.9m)	↑	Following the slight drop in collection in Q3 (due to significant increases to the gross debt and large increases in Rateable Value), this indicator has exceeded target and has also improved on last year.	Exchequer Services
CS3	Speed of processing new Housing Benefit/Council Tax Benefit claims (days)	Smaller is Better	24 days	24 days	26 days	30 days	↑	The outturn (26 days) is within the annual target tolerance (24 days) and has improved on the previous year (30 days).	Exchequer Services

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
CS4	Speed of processing changes in circumstances of Housing Benefit/Council Tax Benefit claimants (days)	Smaller is Better	16 days	18 days	12 days	21 days	↑	The annual outturn (12.27 days) has exceeded the annual target (18 days) and is better than the previous year (21 days).	Exchequer Services
Survey	Percentage of residents who feel informed about what the Council does	Bigger is Better	42%	47%	42%	Not available	N/A	This question was included in the Your Council Your Say Survey (2013) and achieved 42%. It was not included in the Spring Clean Survey (2012) and so no direction of travel is available.	Corporate Policy & Community
CS7	Percentage of Corporate Complaints completed within 10 days	Bigger is Better	90%	90%	73%	68%	↑	While this indicator is not within target tolerance for the year (90%), it is performing better than last year (68%).	Corporate Health
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	10.5 days	7.7 days	↓	Sickness absence is worse than target (7.6 days) and the same time last year (7.7 days). Current figures show sickness absence decreasing in recent months. Corrective Action: HR are working with Heads of Service to address sickness in their area and offer tailored support.	Corporate Health
TBC	Percentage of queries resolved at first point of contact	Bigger is Better	Deleted	Not available	Not available	New indicator	N/A	This indicator was due to replace the "Percentage of avoidable contact" performance indicator this year, however, we are still awaiting changes to the technology to enable us to collect the data and report an outturn.	Customer Services
(ex) NI014	Percentage of avoidable contact	Bigger is Better	Deleted	8%	Not available	4.46%	N/A	This indicator was due to be replaced by the "Percentage of queries resolved at first point of contact" performance indicator. Unfortunately, we are still awaiting changes to the technology to allow this information to be collected.	Customer Services

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

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
CSP1	The number of burglaries reported	Smaller is Better	2,465	2,580	2,396	2,753	↑	This indicator has exceeded target. There has been a reduction in burglaries in Havering (almost 13%) in 2013/14 compared to the previous year. The target for 2014/15 is provisional and we are awaiting guidance from the police.	Corporate Policy & Community
CSP2	The number of anti-social behaviour (ASB) incidents reported	Smaller is Better	8,104	8,451	6,748	Met Police methodology changed	N/A	ASB incidents reported to the Metropolitan Police in Havering have reduced in 2013/14 and we are performing better than target. As the Met Police methodology changed, there is no DoT against 2012/13.	Corporate Policy & Community
PH2	Participation in National Child Measurement Programme	Bigger is Better	85%	85%	94.5% (Reception) 93% (Year 6)	94.5% (Reception) 93% (Year 6)	→	The NCMP is a surveillance system tracking the weight of children at two key stages. Performance is significantly higher than target and is the same as the previous year. The proposed target, set by the Department for Health, has been retained for 2014/15.	Public Health
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	N/A	35	26 (Q3 2012/13)	28 (Q3 2011/12)	↑	ONS releases conception statistics 14 months after the period to which they relate. The most recent figures are for Q3 (2012/13).	Public Health
PH3	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	66%	16.5%	20.8% (14,240)	9.4% (6,529)	↑	Performance (20.8%) is significantly better than target (16.5%) and much higher than the previous year (9.4%). This means 14,240 patients have been offered an NHS Health Check this year (7,711 more than in 2012/13).	Public Health

Ref.	Indicator	Value	2014/15 Annual Target	2013/14 Annual Target	2013/14 Annual Performance	2012/13 Annual Performance	DOT	Comments	Service
	Percentage of eligible patients receiving an NHS Health Check	Bigger is Better	35	49%	47% (6,396)	47% (4,780)	↓	Performance (47%) is within target tolerance (49%) and only slightly worse than the previous year (47%). Despite this (due to population changes) 6,396 patients have been offered an NHS Health Check this year (1,616 more than in 2012/13).	Public Health
ASCOF 2C(i)	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	5.5	7	5.3	10.5	↑	Performance for this National Measure is taken as a snapshot of delays as at the last Thursday of each month. Performance for part 1 of this indicator has improved significantly throughout 2013-14 with an average of less than 10 delays per month.	Adult Services

New Indicators (2014/15)

Ref.	Indicator	Value	2014/15 Target	Comments	Service
CS2	Call abandon rates	Smaller is Better	10%	This is a new indicator proposed by Customer Services	Customer Services
CS3	Percentage of online transactions	Bigger is Better	30%	This indicator uses new technology and replaces "PASC visitors seen within 15 minutes (%)"	Customer Services
TBC	Number of persons enrolled on the Keys for Change programme	Bigger is Better	140	This indicator replaces "Number of extra care housing units in the borough"	Homes & Housing
TBC	Premium Health Indicator (1) – under development	TBC	TBC	This will be a new indicator proposed by Public Health	Public Health
TBC	Premium Health Indicator (2) – under development	TBC	TBC	This will be a new indicator proposed by Public Health	Public Health
ASCOF 2C(i)b	Delayed transfers of care from hospital per 100,000 population (average per month)	Smaller is Better	135.5 (Apr-Dec) 128.8 (Jan-Jun)	This is a new indicator proposed by Adults Services	Adults Services
ASCOF 1F	Proportion of adults in contact with secondary mental health services in paid employment	Bigger is Better	5.5%	This is a new indicator proposed by Adults Services	Adults Services
ASCOF 1G	Proportion of adults with learning disabilities who live in their own home or with their family	Bigger is Better	62%	This is a new indicator proposed by Adults Services	Adults Services
ASCOF 1H	Proportion of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	This is a new indicator proposed by Adults Services	Adults Services
ASCOF 2Ai	Permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	9	This is a new indicator proposed by Adults Services	Adults Services
ASCOF 2Aii	Permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	584.6	This is a new indicator proposed by Adults Services	Adults Services
L6	Proportion of Carers who request information and advice	Bigger is Better	69% (Nov 14) 75% (Jun 15)	This is a new indicator proposed by Adults Services	Adults Services
L7	Avoidable emergency admissions	Smaller is Better	178.4 (Apr-Sep) 170.0 (Oct-Mar)	This is a new indicator proposed by Adults Services	Adults Services
L8	Patient/service user experience (national metric – under development)	Bigger is Better	TBC	This is a new indicator proposed by Adults Services	Adults Services

Deleted Indicators (2014/15)

Ref.	Indicator	Value	2013/14 Outturn	Comments	Service
(ex) NI014	Percentage of avoidable contact	Bigger is Better	N/A	Avoidable contact is no longer measured. It was due to be replaced by "first point of contact" but this cannot be collected as changes to the technology are still outstanding.	Customer Services
TBC	Percentage of queries resolved at first point of contact	Bigger is Better	N/A		Customer Services
L6	Number of extra care housing units in the borough	Bigger is Better	0	This indicator has been replaced with the new "Key for Change programme"	Homes & Housing
LA25	People of working-age qualified to at least Level 2	Bigger is Better	61.1%	We cannot control the performance of this indicator. Data is publically available but not current.	Learning & Achievement

This page is intentionally left blank



CABINET

30 July 2014

Subject Heading:

Cabinet Member:

CMT Lead:

Report Author and contact details:

Policy context:

Financial summary:

Is this a Key Decision?

THE CARE ACT 2014

Councillor Wendy Brice-Thompson

Joy Hollister, Group Director Children, Adults & Housing

Joy Hollister

The Care Act represents the most significant reform of Adult Social Care in more than 60 years.

It brings together into a single legislative framework (the Care Act) a range of previously disparate pieces of legislation relevant to Adult Social Care.

Whilst doing so it extends some current responsibilities, introduces new duties and statutory requirements whilst also placing a “cap” on the personal financial contribution an individual would make towards the cost of their care.

Consequentially the Act will require new policy and current policy adjustment, changes to the practice and organisation of social work, and an extension in the functionality of systems (IT).

However the most significant impact will be in the potential financial costs of implementation and sustained increased demand for service.

The Care Act has both immediate (implementation) and long-term financial implications.

The current and developing financial modelling undertaken suggests additional costs could be Significant, as detailed in the financial implications and risks section of this report. This is consistent with work undertaken nationally and in individual London authorities.

However modelling remains a work in progress, with ‘deep dives’ into key areas underway, and increased sensitivity analysis as firm data is identified locally, where previously only national or proxy figures have been utilised.

No

When should this matter be reviewed?

Review dates to be set

Reviewing OSC:

To be confirmed

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

Ensuring a clean, safe and green borough	<input type="checkbox"/>
Championing education and learning for all	<input type="checkbox"/>
Providing economic, social and cultural activity in thriving towns and villages	<input type="checkbox"/>
Valuing and enhancing the lives of our residents	<input checked="" type="checkbox"/>
Delivering high customer satisfaction and a stable council tax	<input type="checkbox"/>

SUMMARY

This briefing report outlines the key changes and impacts arising from the Care Act 2014, identifies the requirements at each of the two phases of its introduction, and makes links to the Children and Families Act 2014. (A major problem with the Act is the word 'adults'; many of its contents also have provisions relating to children i.e. young carers; disabled children and parent carers). These difficulties have been addressed via provisions in the Children and Families Act 2014).

Finally the briefing report describes the means and governance by which the authority is taking forward its preparation and implementation of the Act.

At this stage the report seeks to raise awareness of the requirements of the Act and the impact and risks associated with it. It is anticipated that regular reports, both on specifics and in general, will be submitted.

The initial focus will be upon further development of the financial modelling and the sensitivity analysis together with undertaking an analysis of the impact and requirements of the Guidance and Regulations (just issued) to the Act.

RECOMMENDATIONS

1. That Cabinet NOTE this report.
2. To receive further reports as preparation and implementation is further underway, and specifically on the financial and legal impacts of the introduction of the Act.

REPORT DETAIL

On the 14th May 2014 the Care Bill received Royal Assent and passed into law to become known as the Care Act 2014.

The key changes of the Care Act can be considered in two areas.

Phase 1: April 2015 – The Care Act consolidates best practice around personalisation, putting people’s rights to a personal budget and direct payment on a statutory footing.

Some important changes include:

- National minimum eligibility criteria for service users and carers
- The right to an assessment, support plan and personal budget regardless of personal financial circumstances.
- Carers given the same rights as those they care for; this includes the right to an assessment, a care and support plan and a personal budget.
- A duty to provide information and advice (including financial advice) about care and support services to help people to make informed decisions about their care needs.
- A duty to work with care providers to ensure a diverse and high quality range of services is available locally.
- The right to an assessment before age 18 for children moving to adult services.
- Adult safeguarding put on a statutory footing.

Phase 2: April 2016 – For the first time a cap (set at £72,000 for people aged 65 and over) will be placed on the amount that an individual will have to pay towards care and support in their lifetime.

- Progress towards the cap will be monitored using a Care Account.
- The cap will be set at a lower rate for those who develop needs before reaching old age.
- An extended means test will be introduced, meaning that more people will be eligible for financial support.

Some examples of the building blocks of these changes are set out below:

i. Deferred payments: implementation April 2015

Key principle

People who face the risk of having to sell their home in their lifetime to pay for care home fees will have the option of a deferred payment.

Important changes

- Everyone in a care home who meets the eligibility criteria will be able to ask for a deferred payment regardless of whether or not the local authority pays for their care.
- Councils will be able to charge interest on loans to ensure they run on a cost neutral basis.

ii. Additional assessments and changes to eligibility: implementation April 2015

Key principles

- Early intervention and prevention: supporting people as early as possible to help maintain their wellbeing and independence.
- Eligibility to be set nationally based on risk to the individual's wellbeing (as opposed to risk to the individual's independence).
- Focus on outcomes and wellbeing.
- Assessment to take into account the needs of the whole family as well as of any carers.
- New arrangements for transition to adult care and support.

Important changes

- Councils will have a new duty to carry out a needs assessment for all carers (no longer dependent on the cared-for-person meeting the FACS eligibility criteria).
- New duty to provide advice and information to service users and carers who do not meet the eligibility threshold.
- Duty to assess young people, and carers of children, who are likely to have needs as an adult where it will be of significant benefit, to help them plan for the adult care and support they may need before they (or the child they care for) reach 18 years.
- Legal responsibility for local authorities to cooperate to ensure a smooth transition for people with care needs to adulthood.
- New national eligibility threshold.

iii. Advice and information: April 2015

Key principles

- Information should be available to all, regardless of how their care is paid for.
- Good quality, comprehensive and easily accessible information will help people to make good decisions about the care and support they need.
- Councils have a key role ensuring good quality advice is available locally and for sign posting people to independent financial advice.

Important changes

- Councils will be required to provide comprehensive information and advice about care and support services in their area and what process people need to use to get the care and support that is available.
- They will also need to tell people where they can get independent financial advice about how to fund their care and support.
- Councils will be required to provide independent advocates to support people to be involved in key processes such as assessment and care planning, where the person would be unable to be involved otherwise.

iv. Commissioning: implementation April 2015

Key principles

- A wide range of good quality care and support services will give people more control and choice and ensure better outcomes.
- Councils have an important role in developing the quality and range of services that local people will want and need.
- Integrated commissioning with key partners, including health and housing, is essential to ensure quality as well as value for money and improve user satisfaction.

Important changes

- Duty on councils to join up care and support with health and housing where this delivers better care and promotes wellbeing.
- Duty on councils to ensure there is a wide range of care and support services available that enable local people to choose the care and support services they want (market shaping).
- New right to a personal budget and direct payment.

v. Funding reform (cap on costs): implementation April 2016

Key principles

- Financial protection: everyone will know what they have to pay towards the cost of meeting their eligible needs for care and support.
- People will be protected from having to sell their home in their lifetime to pay for any care home costs.
- People will be helped to take responsibility for planning and preparing for their care needs in later life.

Important changes

- Introduction of a cap on costs of meeting eligible needs for care and support (to be set at £72,000 for those of state pension age and above when it is introduced) including independent personal budgets and care accounts. The cap will be adjusted annually, as will the amount people have accrued towards the cap.
- No contribution expected for young people entering adulthood with an eligible care need.
- Lower cap for adults of working age (level to be determined).
- Increase in capital thresholds/extension to the means test providing more support to people with modest wealth.
- New legal basis for charging covering both residential and non-residential care.
- Consistent approach towards calculating contribution towards living costs for people in residential care.
- New framework for eligibility with threshold to be set nationally (to be implemented in April 2015).

The impact of this range of requirements of the Care Act will be considerable, (putting aside the financial impact). The following are some examples:

1. The IT infrastructure and systems support necessary to respond to new functions i.e. care accounts and new processes.
2. Social work practice and the assessment of need, given the introduction of both the national eligibility threshold (redrafted) and the well-being principle running through the act.
3. The volume of assessments required as the new responsibilities vis self-funders and carers are implemented.
4. Managing increased demand more effectively by the provision of information, advice and the development of a more effective preventative sector.
5. Ensuring safety and quality are the hallmark of an increasingly diverse market i.e. local regulation and ensuring market knowledge is timely in order to prevent failure.

6. Ensuring the transition between adolescence and adulthood for those individuals with a significant disability is addressed in a timely manner and seamless.

In preparation for the implementation of the Act the Council has established a Programme Board, (Care Act and Better Care Fund) chaired by the Executive Director of Children/Adults and Housing, with a range of work streams underway for instance Carers, Self-Funders, Workforce Development, Systems amongst others. Central to this approach is the development of 'in-house' expertise to ensure a sustainable change programme.

Links are established through ADASS and the London Councils programme to ensure collaborative and consistent approaches are adopted together with a shared learning approach.

REASONS AND OPTIONS

This report is for information only.

No other options are applicable

IMPLICATIONS AND RISKS

Financial implications and risks:

The Care Act is complex and far reaching and as such the financial implications and risks are significant. The main implications are expected to be:

- There will be a loss of Income from current clients because of the changes to the savings thresholds.
- Many people currently paying for their own care are expected to be eligible to receive public funding.
- When people have reached the cap for care costs, all their subsequent care will be provided at no charge.
- The National Eligibility Criteria may potentially be less restrictive than the Council's current criteria. This is largely due to the introduction of significant new well-being responsibilities, which could lead to more clients being eligible for care.

- There will be subsequent changes to commissioning and procurement strategy to ensure sustainability, as there will be new market shaping duties.
- Carers have new rights under the Act including the right to their own needs assessment and, if eligible, a care package.
- There are considerable new management and administrative responsibilities, including a large number of new assessments and subsequent reviews, the management of personal care accounts, and significant responsibilities to publicise information and make people more aware of the need to plan for care.
- Most of the cost impact will relate to older people. However, there will be cost implications for younger adults.

1 Cost Pressures Identified

The Council has undertaken initial modelling on the additional costs of care and the costs of implementing the Act.

a. Implementation and Infrastructure Costs

- The first and most immediate cost pressure will be the costs required for staffing and infrastructure required to implement the requirements of the Act. Initial estimates show additional costs could be between £2.5m and £3.9m, with the bulk of these costs falling in 2015/16. Assuming the lower figure, £1.7m is one off and £800k recurring. Costs are still being scoped.
- The largest cost pressures will arise because of the increased numbers of assessments/reviews and changes to IT systems.
- We are currently working on estimating the additional infrastructure costs associated with IT requirements, management of the national deferred payments' scheme, publicity, information and advice and case management, including the administration of the new care accounts. The Department of Health is currently consulting on regulations setting out the operational legislative requirements of the Act, and these will be taken into account in estimating the cost pressures.

b. Care Costs – Loss of income from current clients

- Changes to thresholds for contributions towards care costs means that some clients will pay reduced or no contributions. This will affect "tariff Income" i.e. calculated by reference to assets and savings. Initial modelling shows a potential loss of up to £0.5m in 16/17, rising to £0.7m annual impact thereafter.

c. Care Costs – Self-funding clients receive public funding

- Threshold changes will mean more clients currently self-funding care will be entitled to free care. An estimated 40% of residential / nursing beds in Havering are occupied by self-funders. There is limited local data available on community self-funders, people who pay for their own care in their homes. This represents a potential significant risk.
- We have estimated that 25% of self-funders will be entitled to public funded care. This will lead to a potential full year cost pressure of £1m in 16/17 and £1.5m annual pressure from 17/18.
- Work is underway to obtain better information on numbers and wealth of self-funders.

d. Care Costs – The Impact of the Care Cap

- This is the most publicised area of the reforms but is likely to have the smallest financial impact in Havering.
- Only the identified care element of the residential fee will count towards the cap not the costs of accommodation, meals, cleaning etc. (known as hotel costs). Generally the average length of stay is below the weeks of paid care before reaching the cap. However, there are some high cost clients who could reach cap by the end of 16/17 or 17/18. It is estimated that the impact could be full year additional costs of some £0.5m from 17/18 (with a smaller impact of some £0.2m in 16/17).

e. Market Shaping

- There will be new duties for local authorities to facilitate and shape the market, underpinned by the principle of wellbeing. A sustainable, outcome focussed marketplace must be fostered, offering choice through co-production, facilitating quality personalised services. There will be financial implications arising which have not yet been quantified.

f. Eligibility

- We do not at this stage have sufficient data to make robust assumptions on the impact of the new eligibility criteria, and how this will compare to Havering's current eligibility criteria. We do however expect there will be implications arising.

g. Care Costs – Carers

- We do not know how many carers will come forward for an assessment but the Census 2011 shows 25,214 unpaid carers in Havering with 5,835 providing 50 or more hours per week.

There could potentially be an annual cost pressure depending on the number presenting for assessments and care packages provided. High level sensitivity analysis shows this could be in the region of £1m annually.

h. Care Costs – Younger Adults

- We are currently reviewing the younger adult caseload to assess the financial impact for the Council. However, we are still awaiting more details about how the care cap will operate in relation to younger adults. The cost impact will be less than for older people. Current estimates show an impact of £0.4m in 16/17 and £0.7m annual impact thereafter.

The costs listed above are summarised in the table below:

	2016-17	Ongoing annual cost
	£m	£m
Care Act Related Costs - scenarios		
Older People:		
Loss of Income From Current Clients	0.5	0.7
New Clients (Previous Self-Funders)	1.0	1.5
Care Cap	0.2	0.5
Carers eligible for Services	1.0	1.0
Sub total	2.7	3.7
Younger Adults Impact (TBC)	0.4	0.7
Sub total	3.1	4.4
Infrastructure costs	1.7	0.8
Total	4.8	5.2

Note all costs are at this stage indicative.

2. Self Funders

It should be noted that we have an abundance of care home capacity in the borough, and some 40% of capacity is believed to be occupied by self-funders. As such the potential for people to develop a need that will in the future be funded by the council is increased, as there will be people that we are not yet aware of who may become eligible for support once living in the borough. This demographic and capacity combination poses a local risk in terms of demand and resources to support care needs.

3. Funding

- a. The Government has identified funding nationally of £335m for the set-up costs associated with the Care Act, of which Havering is expected to be allocated up to £1.4m in 15/16 as one off funding. There is also one off 14/15 funding of £125k.
- b. No firm funding has yet been identified for additional care costs. In February 2013 the Health Secretary announced that £1bn would be made available for the impact of the care cap. This would be funded by freezing the assets threshold at which families become liable to pay inheritance tax for three years from 2015, and increased employer national insurance contributions. However, this has not been included yet in the Government's spending review as it falls outside the period covered by the current review. Furthermore, the total level of funding needs to be considered within the context of overall reductions in funding for local government as a whole, and changes in the way resources will be allocated through the funding formula. A review of the formula is underway and at this stage the outcome of that review for individual authorities is unknown.

4. Better Care Fund

- a. The Better Care Fund (BCF) is intended to be used to support implementation of the Care Act, build community resilience and sustainability, and support service redesign, thus promoting integrated service delivery, in line with our BCF submission.
- b. Havering's 15/16 BCF allocation is £16.884m of which £15.495m is revenue and £1.389m capital. Of the revenue stream £4.478m is potentially subject to pay for performance measures. Better Care Fund Plans were signed off and submitted by local Health and Well Being Boards in April. A resubmission process is currently being finalised that further considers the performance elements. Ministers also need to be assured that plans are ambitious enough, and robust enough, to ensure readiness for April 2015.
- c. There is a proposed pay for performance regime that governs £1bn of the £3.8bn total fund. The pay for performance element is expected to be linked solely to reducing total emergency admissions to hospitals in 15/16. Health and Wellbeing Boards will be invited to agree a target reduction in admissions from the level that would otherwise have been anticipated, and to agree the savings that would accrue from such a reduction.
- d. The resubmission may pose some risk to local authorities, the implications are currently being reviewed. The Council does need to consider local aspects, notably our aging population, increased acuity

and our acute trust position, alongside the implications of performance related elements of the BCF.

5. Funding Position

- a. Havering's funding allocations are significantly below those of similar authorities. The most reliable spending comparators are those in Havering's Nearest Statistical Neighbour Group as defined by CIPFA.

Havering's nearest statistical neighbours are;

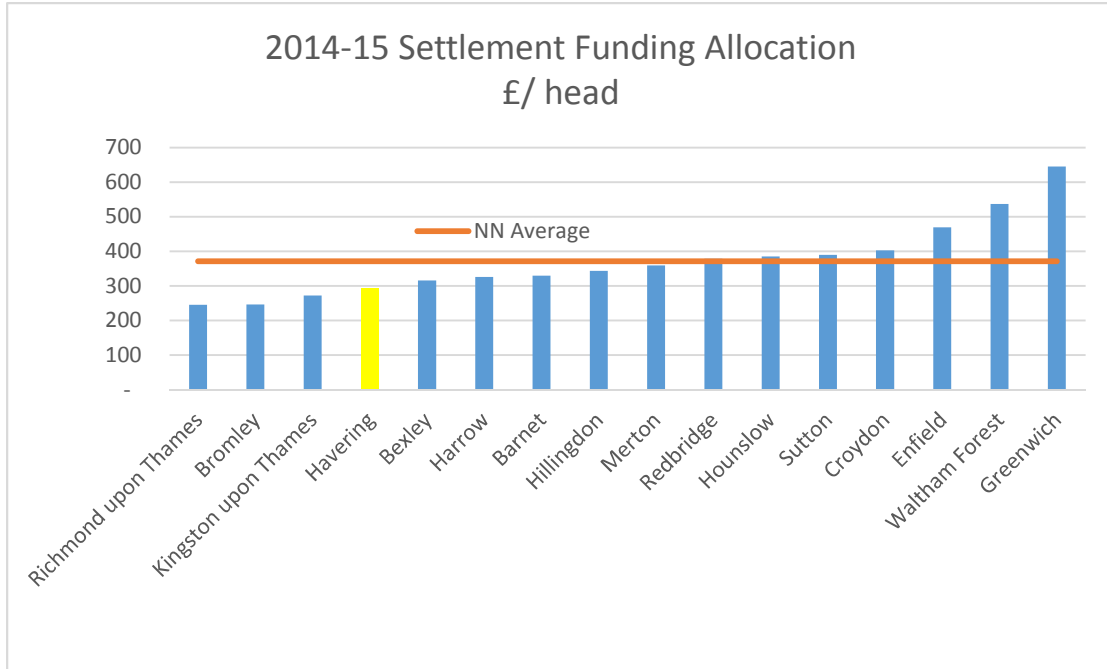
1	Bexley	9	Hounslow
2	Hillingdon	10	Merton
3	Bromley	11	Barnet
4	Enfield	12	Richmond upon Thames
5	Sutton	13	Waltham Forest
6	Redbridge	14	Kingston upon Thames
7	Harrow	15	Greenwich

¹ Cipfa's Nearest Statistical Neighbour groups the 15 authorities with most similar statistical characteristics to Havering in order of statistical nearness.

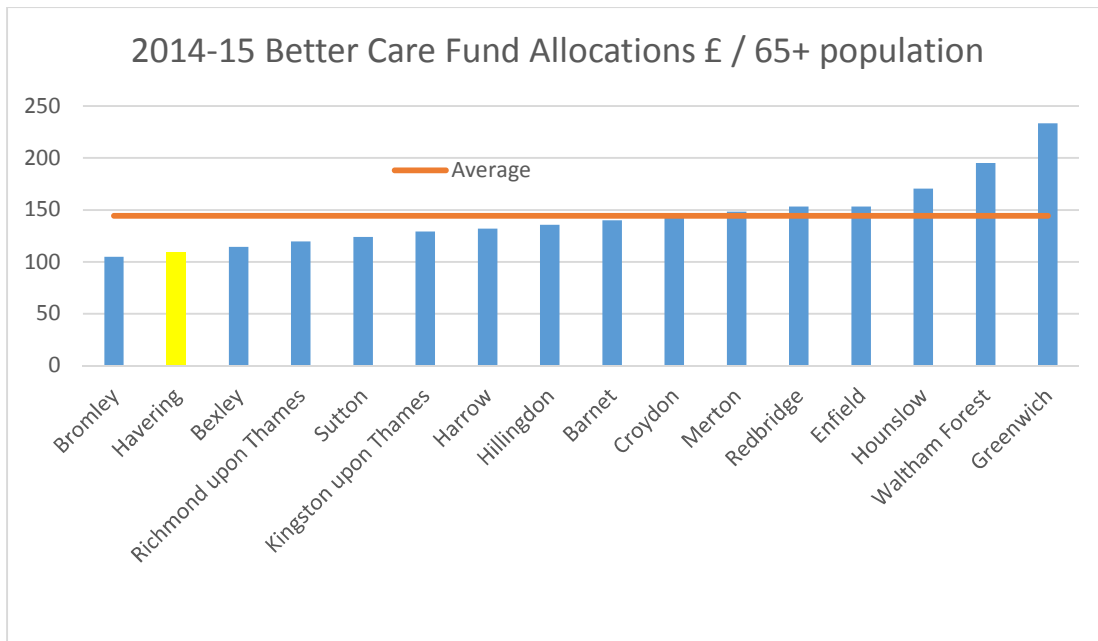
- b. Bexley is the nearest to Havering statistically followed by Hillingdon and so on.

The largest source of funding for the Council is the revenue support grant (RSG). Havering's 2014/15 RSG is £294 per head which is £78 below the average for the group. If Havering's RSG was at the nearest neighbour average it would receive an additional £18.4m of funding.

Havering has the fourth lowest allocation in the Group as is shown in the following chart;



c. Havering's 2014-15 Better Care Fund is also significantly below the group average as is shown in the following chart;



- d. Havering's allocation is £109 against a Nearest Neighbour average of £144. This implies a funding "shortfall" of £1.5m. A summary of East London funding allocations is presented below for comparison purposes:

Authority	2014/15 BCF (£m)	Population over 65 (1)	Grant per head
Tower Hamlets	6.714	15,570	431.24
Newham	6.730	20,593	326.82
Barking and Dagenham	4.185	19,321	216.60
Waltham Forest	4.990	25,566	195.17
Redbridge	5.115	33,385	153.21
Havering	4.609	42,277	109.03

7. Mitigation of Cost Pressures

- a. The Council will have to target resources and manage demand very effectively in order to be ready for the implications arising as a result of the reform. The potential pressures outlined above arise against a backdrop of reducing budgets, as detailed in separate Cabinet reports. Havering also has a large population of older people that is set to increase by 6% by 19/20, with large increases in the very old. This is expected to lead to an increased incidence of dementia and more complex levels of need. It is therefore essential that services are redesigned towards partnership based integrated locality models that build community capital. The service redesign will have to build in both tangible savings and cost avoidance measures.
- b. Given the huge and unprecedented risks the local authority is facing it is proposed that officers lobby Ministers, with the intention of raising awareness of the financial risks faced around adult social care provision. We will need to be ready for service demand increases, reducing budgets and Care Act implementation, in the context of our local demographic, our acute trust position, and considering risks around BCF. Although the adult social care RSG formula is being reviewed, we do not yet know the impact of this. If the budget position is such that we need to make hard decisions there is the risk that enabling and preventative measures could be compromised. Outcome focussed prevention is widely acknowledged as generating best value for money in terms of longer term sustainability and resilience. There is the real risk that we could end up with a more traditional "crises only" type service model if the financial position dictates this is the case. This would be against Government initiatives and would be flowing against the tide of BCF ambition.

Legal implications and risks:

There are no apparent legal implications in noting the content of the Report. Legal Advice will be provided throughout the preparatory work in readiness for the implementation of the Act and the regulations and guidance made under it.

Human Resources implications and risks:

The Care Act 2014 sets out key changes for Adult Social Care, the Council as a whole and other partners, which indicate at an early stage that there will be HR implications, particularly in terms of workforce development, ensuring that staff are able to deliver the new requirements from April 2015.

These changes will have significant implications for the adult social care workforce within the Council, and for those within the health economy, due to a greater emphasis on working in a more integrated way to better meet the needs of service users and contacts covered by the Care Act 2014.

Strategic work continues to be undertaken by senior management, key advisors and HR staff to identify and understand the direct of change indicated by this new Act, and to plan for any change programmes that may need to be put in place within the Council, which will be undertaken in line with Council HR policy.

Equalities implications and risks:

The report outlines key changes arising from the Care Act 2014 that are likely to have significant equality implications on individuals and groups with protected characteristics. Some of the legal provisions that are likely to have significant equality implications on people with protected characteristics, particularly the most vulnerable members of the community, are (non-exhaustive list):

- Council's duty to provide comprehensive information and advice about care, support services in their area and processes people need to follow.
- Council's duty to provide independent advocates to support people to be involved in key processes such as assessment and care planning, where the person would be unable to be involved otherwise.
- Council's responsibility to signpost people where they can get independent financial advice about how to fund their care and support.

It is therefore recommended that all equality related implications and risks are fully considered from both service user and workforce perspective (through, for example, the equality analysis process) and that appropriate arrangements are put in place, to ensure that any negative impacts are minimised and positive outcomes optimised.

The Council has already established a Programme Board supported by a range of work streams that must ensure that when implementing the different provisions of the Care Act 2010 due regard has been paid to the Council's duty to:

- eliminate unlawful discrimination, harassment, victimisation;
- advance equality of opportunity between those with a protected characteristic and others;
- foster good relations between these groups.

BACKGROUND PAPERS

None

CABINET

30 July 2014

Subject Heading:

Youth Offending Service and Early Help

Cabinet Member:

Councillor Meg Davis

CMT Lead:

Joy Hollister, Group Director Children, Adults and Housing

Report Author and contact details:

Kathy Bundred, Head of Children's Services

Policy context:

The Crime & Disorder Act, 1998, established a duty on every local authority, acting in cooperation with partner agencies (who are under a duty to co-operate with the local authority), to establish within the local authority a youth offending team (or teams), otherwise known as Youth Offending Service (YOS). Statutory partners include the police, probation, and local NHS/ Clinical Commissioning Group.

Financial summary:

The proposed service re-design will yield a saving of £100,000 per year

Is this a Key Decision?

Non-key

When should this matter be reviewed?

By December 2014

Reviewing OSC:

Children's Overview and Scrutiny

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

In 2012 Cabinet agreed that the London Borough of Barking and Dagenham (LBBD) Youth Offending Service should manage Havering's Youth Offending Service (YOS) on a contract basis. This arrangement has been very successful to date. However, since that time, changes to the structure in Children's Services in Havering, together with the implementation of the Troubled Families programme have created the opportunity to bring the service management fully back into the borough and achieve a budget saving. It is proposed that the currently vacant PO6 post in the Early Help structure should be used to establish a new post to manage the YOS and targeted youth support.

The LBBD management charge for 2013-14 was £138,000. This included £30,000 additional temporary staffing costs during the restructure of the Havering YOS so the savings envisaged in this proposal are based on the basic £108,000 management fee agreed with LBBD.

There will be some additional administrative work arising from bringing the service back in house as LBBD have provided the infrastructure for reporting to the Youth Justice Board, collation of performance information and management of the joint YOS Chief Officer Group as well as providing the management of the service. However, this work can now be undertaken by the Children's Performance team within Business and Performance..

RECOMMENDATIONS

That Cabinet agree:

1. That the management of Havering YOS should be brought back into the Children Adults and Housing Directorate
2. That the YOS should be located within the Troubled Families and Early Help service and
3. That a new post of manager for the YOS and Early Help (over 12's) be established and advertised externally with a view to appointment in the late Autumn 2014

REPORT DETAIL

1. Havering Youth Offending Service (YOS) has been managed since October 2012 by the Barking and Dagenham YOS manager under an agreement between the two boroughs ratified by the respective Cabinets. This

- arrangement was entered into for a number of reasons. The Havering YOS was underperforming and there was a need to strengthen the management. Barking and Dagenham YOS was performing well and had a strong management team. Both boroughs were keen to establish a joint service with more resilience to address changing and growing needs, and in Havering's case, there was the added advantage of working with a borough that already had experience of problems such as gang involvement.
2. The partnership has been very successful in improving the Havering YOS services in a relatively short space of time. The Havering YOS has been restructured to enable a more flexible approach where previously there were many individual job descriptions. The operational management posts are LB Havering posts reporting to the LBBD YOS management team. A recent case audit confirmed that there have been considerable improvements in the case work since the changes have all taken place. The latest Youth Justice Board report on Havering YOS categorises the service as 'outstanding' and is quoted as saying it is emerging as a high performing YOS according to data.
 3. Although the arrangement with LBBD has worked very well, changes to the Havering management and operational services structure now mean there is an opportunity to take the service management back. The partnership between YOS and Troubled Families and Early Help has been particularly strong and has assisted the YOS in developing a whole family approach to their statutory work. The integration of the YOS with the targeted youth workers and the family support workers for the over 12's should provide a resilient service for young people receiving statutory YOS services.
 4. Troubled Families, with its focus on reducing crime and anti-social behaviour and reducing exclusions and improving school attendance has a strong synergy with the work of the YOS. Havering is in the top quartile for Troubled Families performance.
 5. When the new Troubled Families and Early Help service was established this year, one of the two team manager posts reporting to the Service Manager was not filled. This remains a vacant post which could be used to establish a post of statutory YOS manager with additional responsibilities for Early Help services for teenagers. This model is fairly well tested in other local authorities.
 6. It is worth noting that Havering YOS has existing posts already which are vacant. Furthermore, the Early Help Service Manager will also increase resilience and when the principal post is recruited, this will also add cover and capacity.
 7. Therefore, it is proposed that the YOS should now be line managed within the Troubled Families and Early Help Service. There is an opportunity to combine the YOS management with Early Help services for teenagers and make a significant budget saving of at least £100,000 in 2015-2016.

REASONS AND OPTIONS

Reasons for the decision:

To establish a more seamless service for young people and their families building on the existing strong links between Havering's Troubled Families programme and the Youth Offending Service.

To make a full year saving in the region of £100,000 which will be a recurring saving from 2015 onwards. The savings are a combination of management costs and the ability to merge and deliver other services from the new position within Early Help. It is envisaged that further areas of the youth justice work will be delivered in partnership with Early Help existing posts, freeing up currently vacant or agency roles.

Other options considered:

1. To integrate further with LBBB to establish a fully joint service. This has been considered but there would be no obvious efficiencies to be gained. Also this option would not assist greater integration across services for vulnerable adolescents in Havering.
2. To continue with the current arrangement. Although this has worked well, changes within CYPs mean there is now an opportunity to bring back the service into LB Havering management to provide a more seamless service for young people and to make a saving for the council.

IMPLICATIONS AND RISKS

Financial implications and risks:

The current management arrangement between LBBB and LBH is £108k per annum, charged half yearly by LBBB in arrears.

This charge pays for the joint management of the YOS service and a percentage basis for a number of senior posts as well as infrastructure costs for reporting to the YJB and collation of performance information.

It is envisaged that the current vacant post within the Early Help team be used to manage the LBH YOS service, once separation from LBBH has been granted, and in turn will report to the Early Help service manager post. The current vacant post is graded at a PO6 with a starting salary of £56k.

The new proposed post to manage the YOS and targeted Youth Support is yet to be evaluated, hence, the cost of the post is not known and whether the vacant PO6

post will cover the costs of the new proposed post in full. The Youth Offending Team's current funding is made up of a number of streams including core funding - what was Early Intervention Grant, Youth Justice Board Grant and Troubled Families funding. Any grant funding reductions would impact on the realisation of the savings or necessitate a further review of service provision.

Although not perceived to be significant at this point, any separation costs that arise will also need to be funded and reduced the level of savings achieved.

Legal implications and risks:

There are two potential issues:

- 1) The return of the management of the YOS to LBH is a service provision change and there is potential for staff at LBBB to claim transfer rights under TUPE. It is understood 2 members of staff spend 40% and 17% of their time respectively on Havering work. Case law sets the bar for assignment high (80%+) and there have been recent cases where judges have ruled that specific allocation is required. Furthermore it is understood that the ending of the contract with LBBB will not put any staff at risk of redundancy. For these reasons the risk is considered low.
- 2) The notice period under the contract. The amount of notice required to be given to LB Barking and Dagenham to terminate the contract will be subject to negotiation and no difficulties are anticipated as there is a cooperative working relationship between the two authorities.

Human Resources implications and risks:

None. The existing Havering staffing structure would be unchanged and a new YOS and targeted youth management post would be established using a current vacant post.

Equalities implications and risks:

It is anticipated that the decision to bring back the management of YOS in-house will have a positive impact on equality implications and risks. This is because it will provide an opportunity to integrate with the Troubled Families and Early Help programme and provide a more joined up service. This should, in turn, help improve the life chances of children and young people who are involved in or at risk of crime and anti-social behaviour. The Children, Housing and Adults directorate should endeavour to monitor the new service arrangements to ensure that current and potential service users are not negatively affected by the proposed service arrangements as result of the decision.

Managers must ensure that reasonable adjustments are consulted with and are made for any disabled staff who are relocated as a result of this decision. No other staff equality implications have been identified because the staffing structure will remain unchanged. The recruitment of the new YOS and targeted youth management post will follow the Council's 'Equality in Employment' Policy. Any

potential future restructures will be subject to an Equality Analysis and will be carried out in accordance with the Organisational Change and Redundancy policy.

BACKGROUND PAPERS

None