



Public Document Pack

Haverling
LONDON BOROUGH

CABINET

7.30 pm	Wednesday 15 October 2014	Council Chamber - Town Hall
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Members 7: Quorum 4

Councillor Roger Ramsey (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Damian White

Housing

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

Andrew Beesley
Committee Administration Manager

For information about the meeting please contact:

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

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Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

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 - 16)

To approve as a correct record the minutes of the meeting held on 24 September 2014 and to authorise the Chairman to sign them.

5 HAROLD HILL AMBITIONS - LEARNING VILLAGE (Pages 17 - 22)

Cabinet is invited to note developments on the Learning Village and approve, in principle, letting land for the creation of a primary Free School

6 CORPORATE PERFORMANCE REPORT - QUARTER 1 2014/15 (Pages 23 - 48)

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

7 REPORT OF THE INDIVIDUALS OSC TOPIC GROUP ON THE IMPACT OF SERVICES ON THE ELDERLY (Pages 49 - 58)

Members are invited to note the Individuals Overview and Scrutiny Committee Topic Group findings and recommendations

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Public Document Pack Agenda Item 4



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 24 September 2014
(7.30 - 9.45 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

Councillor Damian White

Councillor Robert Benham

Councillor Wendy Brice-Thompson

Councillor Meg Davis

Councillor Osman Dervish

Councillor Melvin Wallace

Cabinet Member responsibility:

Housing

Environment

Adult Social Services and Health

Children and Learning

Regulatory Services and Community
Safety

Culture and Community
Engagement

Councillors Linda Hawthorn, Ron Ower, John Glanville, Philip Martin, Ray Morgon, Nic Dodin, Stephanie Nunn, Gillian Ford, Barry Mugglestone, Graham Williamson, Jeffrey Tucker, David Durant, Keith Darvill and Raymond Best also attended.

There were twenty members of the public (for part of the meeting) and a press representative present.

There were no disclosures of pecuniary interest.

The Clerk, on behalf of 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.

12 MINUTES

The minutes of the meeting held on 3 September 2014 were agreed as a correct record and were signed by the Chairman.

13 THE COUNCIL'S FINANCIAL STRATEGY

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

The report to Cabinet on 3 September 2014 set out the background to the development of the Council's future budget strategy. It also included a

range of proposals to bridge a substantial budget gap over the coming four years. Those proposals were considered at a joint meeting of the Overview & Scrutiny Committees on 8 September.

The report before Cabinet summarised the outcome of that meeting and recommended a final set of proposals, on which consultation would soon commence. The report also set out - as further background information - the final outturn position for 2013/14, and the initial monitoring position for 2014/15, as this also informed the development of the strategy.

Cabinet was reminded that the report set out the Council's long term financial strategy to manage the implications of funding reductions and cost pressures over the next four years. Councillor Ramsey added that the Joint Overview & Scrutiny meeting on 8 September had produced a number of alternative proposals from the other Groups and that these would be considered alongside those contained within the report and that final proposals for the budget would be presented to Cabinet at its budget meeting early in the New Year.

Those present were reminded that this was only the beginning of a lengthy and detailed consultation process; initially with the public, which would commence on 29 September and continue to 29 December and then with staff and the unions. He encouraged as many people as possible to respond and contribute to the final proposals, but he cautioned against simply rejecting current proposals, adding that savings had to be made and if one proposal were to be rejected, proposals for finding the same savings would have to be put forward as the budget had to be balanced.

He concluded by drawing attention to two minor errors in the report: The first concerned wording in appendix I, item 5 in relation to the Queen's Theatre. It had been brought to Cabinet's attention that whilst quarterly meetings had taken place, it was not the case that discussions had taken place in relation to the budget. (page 298).

The second error related to a table on page 21 (Appendix A). Line 15 referred to "Trading Services", this was a typographical error and should read "Trading Standards".

Reasons for the decision:

It was essential that the Council's financial strategy took due account of Government plans and any other material factors where these were likely to have an impact on the Council's financial position. The report set out proposals for the Council's budget strategy for the next four years, and reflected the expected continued Government approach of reduced levels of funding. The scale of these meant that consideration of detailed proposals followed by consultation and implementation at an early stage following the local elections, had been essential.

Other options considered:

None. The Constitution required this as a step towards setting the Council's budget.

Cabinet:

1. **Approved** the final schedule of proposals, set out in Appendix A to the report.
2. **Reviewed** the alternative proposals from UKIP submitted and accepted by the Chief Finance Officer and agreed their inclusion or omission within the consultation process.
3. **Agreed** that officers should commence consultation on these proposals.
4. **Noted** the specific consultation questions being asked in the consultation documents, set out in Appendices J, K, L and M to the report.
5. **Agreed** the draft strategies for libraries and parking, set out in Appendices C and D to the report, as part of the consultation process.
6. **Noted** the final outturn position for 2013/14 and the initial forecast for 2014/15.
7. **Noted** the proposed timetable for reviewing the outcome of the consultation process and the remainder of the budget cycle.

14 **IMPLEMENTATION OF THE PHASE 2 PRIMARY SCHOOL EXPANSION PROPOSALS - RAINHAM**

Councillor Meg Davis, Cabinet Member for Children & Learning, introduced the report

Cabinet was reminded that it had decided on 20th November 2013 to initiate statutory processes to permanently expand the capacity of a number of primary schools from September 2014. Following the completion of the appropriate statutory processes, an Executive Decision was made by the Lead Member for Children and Learning and the Lead Member for Value on 15 May 2014. This had recommended proceeding with the proposed school expansions. This was then “called in” under a requisition signed by two Members representing more than one Group on 21st May 2014.

The requisition had been considered at a special meeting of the Children and Learning Overview & Scrutiny Committee on 24th June 2014. At this meeting the requisition was partially upheld for the Parsonage Farm, Scotts Primary and The RJ Mitchell schools. The expansions of the remaining schools were approved. Those schools included Broadford Primary, Benhurst Primary, Newtons Primary, The Mawney, Suttons Primary and Hacton Primary schools.

The decision of the special meeting of the Children and Learning Overview & Scrutiny Committee on 24th June 2014 was considered at a Cabinet

meeting on 30th July 2014. At this meeting Cabinet had taken the decision to approve the expansion proposals for the RJ Mitchell and Scotts primary schools. It had also decided to defer the decision as to whether to agree proposals to expand Parsonage Farm. This was in order that further work could be undertaken by officers to more fully explore expansion issues in the Rainham area.

Following the Cabinet meeting, officers across the Council had considered a range of issues related to the expansion of Parsonage Farm Primary School and had concluded that whilst it was appreciated that a number of parents with children at the school and residents close to the school had registered serious concerns, the proposals had taken those concerns into account and they would be incorporated into the final development plans.

In addition, the development of Parsonage Farm School was simply the first in a series of expansion measures which had been shown to be necessary over the coming years. Whilst it was accepted that no-one necessarily welcomed such invasive change, change was being forced on the borough and Parsonage Farm had completed the necessary Statutory Process – which some of the alternatives suggested had not – and a start had to be made somewhere. Further delay was not an option as places were needed to be available in September 2015 and moving to a different school would most certainly delay this for a further year precipitating a crisis for places in the Rainham area in September 2015.

Reasons for the decision

1. This decision was necessary to ensure the provision of sufficient primary school places to meet the forecasted rise in primary pupil numbers. A summary of representations and petitions received, and officers' comments on them, was included in Appendices 3a and 3b to the report. It was considered that those issues could only be addressed by the implementation of plans that had been made, especially in relation to the impact of the expansion on the local environment.
2. Whilst the Council appreciated the potential difficulties that might arise, it considered that those were overridden by the Council's statutory duties to provide sufficient places for the forecasted long-term increase in primary pupil numbers. If expansion plans were not progressed, then the probability was that there would be school-age children within Havering without a secure a place in a local school.
3. The Service had looked at the possibility of expanding other local schools in the Rainham area - and indeed might need to explore these options further in the future as demographic pressures continued to increase. The initial investigations of the available opportunities however, had resulted in a proposal that the expansion of Parsonage Farm was the most appropriate option at this time. The reasons for this were the school's clean and simple single storey design, which would allow the Service to achieve a modern, high quality and cost-effective building solution which would not be easily

achieved elsewhere; the size of the site which would permit the new build to occur without inappropriate loss of playing-field space and the delivery of the build project in time for September 2015 when the additional places would be needed.

Other options considered

A number of options had been considered for each planning area against a clear set of criteria which included looking at site capacity, value for money and whether each school was educationally secure and resilient enough to have the capacity to manage an increase in size without adversely impacting on standards. Not providing any additional places was not an option as the Council would be failing to meet its statutory obligations.

Cabinet:

Upheld the decision of the Lead Member made on 15th May 2014 in respect of Parsonage Farm Primary School.

15 APPROVAL TO CONVERT 10600 STREET LIGHTS IN ROADS ACROSS THE BOROUGH TO MORE ENERGY EFFICIENT LED LIGHTS.

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

Cabinet was informed that the report set out a proposal to commence a tendering process in order to convert a further 60% (10,600) of the Council's sodium street lights to modern Light Emitting Diode (LED) technology which would bring significant longer-term savings in energy usage/costs, maintenance costs and a reduction in carbon emissions.

Cabinet was reminded that in October 2013 the council had agreed to convert 6,000 street lights in residential roads to LED. This project was due to be completed by November 2014. The report sought agreement to commence phase two of the LED rollout by converting a further 10,600 street lights.

The estimated cost of the project was £2.7 million with a resultant annual energy cost saving of £280k and a further anticipated component replacement cost saving of £83k at current prices (effective from 2017/18), meaning there would be a simple "payback period" of under 8 years - 9 years if measured on a net present value basis.

Cabinet was informed that an interest-free loan should be available to the Council to fund 52% (£1.4 million) of the total capital cost with the remaining funding coming from resources to be identified at the appropriate time by the Director of Resources.

A Member observed that the appendix referred to in the report was not attached and it was requested that it be made available and appended to the minutes.

Reasons for the decision:

The change of 10,600 sodium street lights across the borough to LED lighting had a number of benefits including:

- Reduced annual energy costs
- Help future-proof the street lighting electricity budget against inevitable future energy price increases
- The installation of the LED lanterns would enable the Head of StreetCare to achieve savings as part of the re-tendering of the street lighting maintenance contract (due Nov 2016) to reflect the lower requirement for maintenance of the new lanterns.
- Help residents feel safe and secure. Through superior colour rendering and a higher perceived brightness, the white light of LED lighting would make it easier to distinguish objects, colours, shapes and other details. In particular, facial recognition would be easier. White light also gave the most even illumination with fewer areas of intimidating shadow.
- Ensure the light was directed downwards instead of upwards into the night sky. In contrast to the old orange/yellow lighting this would dramatically reduce light pollution.

Other options considered:

- Do nothing

Not implementing energy efficiency measures in the council's street lighting would leave the street lighting energy budget vulnerable to inevitable future increases in UK electricity costs.

Cabinet approved:

- a) The Service proceeding to tender for the purchase of 10,600 LED lanterns and the conversion of 10,600 existing street lights, across the borough.
- b) In principle, to apply for the maximum interest-free loan available under the Salix Energy Efficiency Loan Scheme (SEELS) of £1.4 million to part fund this project.
- c) The addition of a capital scheme to the value of £2.7m to the Council's Capital Budget for 2015/16 as detailed in the Financial Implications, paragraph 7 of the report and to refer this recommendation to full Council.
- d) The delegation of award(s) of the contract(s) set out at (a) above to the Group Director of Culture, Community and Economic Development
- e) The undertaking of small-scale trials of dimming street lights during hours of low movement on selected roads to assess the suitability and benefit of adopting a wider dimming regime.

16 **BEAM PARK HOUSING ZONE PROPOSAL**

Councillor Damian White, Cabinet Member for Housing, introduced the report

Cabinet was informed that the report sought approval to submit a bid to the Mayor of London's Housing Zone Programme. Havering's bid would focus on Rainham - primarily the underused industrial land between the A1306 to the north and the railway line to the south referred to as Beam Park - and the surrounding areas of Rainham Village and South Hornchurch.

The Greater London Authority (GLA), acting on the Mayor's instructions, was seeking bids through a competitive process with a deadline of 30 September 2014. It was understood that the GLA would be conducting an initial assessment shortly after the closing date and that the borough was likely to be asked to submit further information and/or refine its submission prior to a final decision expected around December 2014 to February 2015.

The Housing Zone Prospectus was launched on the 30 June 2014. Housing Zones will be areas where home building would be accelerated by close partnership working between boroughs, land owners, investors and builders. They would be a designated part of a borough in which investment could spur on the development of at least 1,000 new homes on brownfield land. The time taken to get new schemes launched was recognised, but the GLA was clear that development in the Zone should commence within the 2015-18 period.

The Housing Zone programme now offered what was arguably the most significant opportunity in a generation for London boroughs to pro-actively participate to such a large degree in the shaping and development of their neighbourhoods through the development of new housing.

Designation of the area as a "Housing Zone", incorporating the approaches being proposed in the report would enhance the Council's role in balancing the delivery of new housing with the delivery of schools, parks and leisure facilities needed. In turn, the belief was that "Housing Zone" designation would support appropriate densities to maintain Havering's green environment and suburban character compared with much of the rest of London.

Reasons for the decision:

The Housing Zone programme would potentially give access to significant investment in Havering. Not bidding for Housing Zone status would not prevent new housing development coming forward in the south of the borough, but it would significantly reduce the Council's ability to influence the type, amount and timing of this new provision.

Other options considered:

No bid for Housing Zone status – REJECTED.

From officer discussions with the GLA, housing associations and developers, it was clear that proposals for new housing were already coming forward for sites in the proposed Rainham and Beam Park Garden Suburb Housing Zone area and additional sites were likely to be marketed soon, including proposals by the GLA itself. Without a co-ordinated approach - that would result from being awarded Housing Zone status - those sites would come forward in a piecemeal fashion meaning that:

- (a) The Council's ability to influence the overall style and scale of development would be diminished, and
- (b) Developers could argue against increased financial contributions to infrastructure and affordable housing on the grounds that their development in isolation had only a minimal impact on the area.

Bid for Housing Zone status for another part of the borough – REJECTED.

The Housing Zone prospectus sought bids relating to brownfield land capable of delivering upwards of 1,000 new homes. Perhaps the only other part of the borough that could fit this criterion was Romford town centre. Romford was already the subject of strategic market engagement by the Council which was increasing market interest. Rainham, however, required more significant public sector investment; hence it was a better 'fit' for the Housing Zone programme.

Cabinet:

1. **Approved** the submission of a Rainham and Beam Park Housing Zone bid to the Greater London Authority no later than 30 September 2014.
2. **Delegated** to the Chief Executive, acting after consultation with the Leader of the Council, authority to finalise the bid document.
3. **Approved** Economic Development and Regulatory Services initiating work on a Planning Strategy document to strengthen the Council's position on planning applications coming forward in the area.
4. **Approved** the commencement of work on the feasibility of establishing a Council-owned company to develop private housing for rent and sale with recommendations brought to a future Cabinet meeting for consideration.

17 **THE FUTURE OF THE COUNCILS COMMERCIAL WASTE COLLECTION SERVICE**

Councillor Robert Benham, Cabinet Member for Environment, introduced the report

Cabinet was reminded that in 2012 the Government amended the Waste (England and Wales) Regulations 2011. This amendment placed a duty on any establishment which collected waste paper, metal, plastic or glass to take all such measures to ensure separate collections of that waste, where such separate collection was technically, environmentally, and economically practicable (TEEP). This requirement will become effective on 1 January 2015.

In light of this, the report detailed the commercial waste collection service which the Council currently provided to approximately five hundred and sixty businesses within the borough and explored the implications of changes in legislation which might require the Council to introduce a commercial waste recycling collection service. In November 2013 (as part of the re-tendering of the waste contract) a market testing exercise had been undertaken to establish the value of the service to private sector waste management companies.

The report set out the results of that exercise to establish the market value of the service to the private sector if the Council were to sell it; the service enhancements such a sale would deliver and the financial implications.

The report proposed that the Council sell its commercial waste collection service.

Reasons for the decision

The decision to sell the commercial waste service to Supplier A would deliver a one off payment as set out in the exempt section of the report and the opportunity to benefit from an on-going profit share arrangement. The sale of the service would also protect the Council against the prospect of longer term financial losses and deliver service enhancements.

Other options considered

The option to continue to operate the commercial waste service without rationalising charges with those made by the private sector and not introducing a recycling service had been considered but this could be subject to legal challenge and would not meet customer's expectations that the Council should offer a recycling service to its business community.

The option to develop and operate a commercial waste and recycling collection service had also been considered but this had been found to be financially unsustainable if offered at competitive market rates in the longer term.

Both these options were therefore rejected.

Cabinet:

1. **Approved** the sale of the Council's commercial waste collection service to Supplier A as identified in Appendix A in the confidential section of the report and
2. **Authorised** the Group Director of Resources and the Head of StreetCare to negotiate with Supplier A to conclude the sales process, including the date of the transfer of the business, in the best interests of the Council.

18 **COUNCIL HOUSING NEW BUILD PROGRAMME**

Councillor Damian White, Cabinet Member for Housing, introduced the report

In line with the Council's commitment to address the local need for good quality affordable homes, approval had been given by the Leader of the Council on 4th March 2014 to submit bids to the Greater London Authority (GLA) to attract inward funding for new build housing schemes. Although the bidding round had been extremely competitive, the Council had been successful in securing £3,192,000 inward investment from the GLA to fund development in the borough. This funding covered six schemes consisting of 117 new homes and a shop unit integrated into one of the housing schemes.

Cabinet was informed that the report sought authority to allocate the required complementary funding from unallocated Housing Revenue Account (HRA) capital sources.

The report also sought authority to allocate Right-to-Buy receipts and the required complementary funding from unallocated HRA capital resources for two additional schemes at Kilmartin Way and Dewsbury Road. GLA funding had not been sought for these as the combined use of right-to-buy and other HRA resources was sufficient. Those schemes would deliver 10 new homes, making a total of 127 new homes.

In addition, as part of the enabling programme, the report also sought permission to proceed with the making of a compulsory purchase order (CPO) generally under the Acquisition of Land Act 1981 and specifically under Section 17 of the Housing Act 1985 to compulsorily acquire the leasehold interests within the block 9-35 Briar Road, Harold Hill, RM3 8AH located on the Briar Road Estate, Harold Hill, in the event of acquisition by agreement proving to be unsuccessful.

Reasons for the decision:

Development of the proposed schemes would meet a well-documented housing need and was fully in accord with the Council's Housing Strategy

2014-17. The schemes would provide a range of rented and shared ownership homes for local people. The new homes would remain a Council asset and a significant element of the overall programme attracted GLA subsidy.

The programme would ensure the final phase of the Briar Road Estate Regeneration scheme would be completed while the selection of other small sites made good use of existing underused assets to deliver new homes.

Developing on Council-owned land and retaining control over the new dwellings would strengthen the Council's housing portfolio and future revenue sources.

Other options considered:

Disposal of the land for development by a housing association or private developer – REJECTED.

The proposals to expand its existing development programme rather than to dispose of the sites would ensure that the Council retained full control over the type, number and quality of homes developed and retained control over allocation through existing Housing policy.

It was also important to note that should the Council not be able to spend its right-to-buy receipts within three years of their generation, they would need to be returned to the HCA/GLA with interest. These proposals would obviate the risk of this.

Cabinet

Authorised:

1. The making of the London Borough of Havering (Briar Road) Compulsory Purchase Order 2014 under Section 17 and Part XVII of the Housing Act 1985, and the Acquisition of Land Act 1981 to acquire all leasehold interests with the block 9-35 Briar Road, Harold Hill to develop new residential flats and houses. The premises detailed for acquisition were shown on the plan in Appendix 2 to the report.
2. The Director of Legal and Governance to alter the Compulsory Purchase Order boundary as shown on the plan in Appendix 2 to the report so as to exclude any land/interests acquired prior to the sealing of the Order.
3. The Director of Legal and Governance to seal the Order and take all necessary steps, including the publication of all statutory notices, to secure confirmation of the Order (with or without modifications).
4. The Director of Legal and Governance (in the event that the Secretary of State notified the Council that it had been given the power to confirm the Compulsory Purchase Order to confirm the Order and take all steps necessary to secure possession of the

property, including the making of a General Vesting Declaration if he or she was satisfied that it was appropriate to do so.

5. The Head of Homes and Housing and/or the Property Services Manager both in advance of and after the making and confirmation of the CPO, to arrange for negotiations to proceed with the owners of leaseholders interests and rights in the land with a view to acquiring those interests and rights by agreement if possible but thereafter by determination, and to pay such compensation for the acquisition of the interests and rights as might be proper and reasonable

Approved:

6. That an allocation of £495,000 from Right-to-Buy receipts should be agreed for this new build programme.
7. The entering into a funding agreement with the GLA to enable the Council to receive the grant.
8. The commencement of the process of procuring the main contractor/s to deliver the schemes.
9. The appropriation of the proposed development site at Ongar way into the HRA should this be necessary.

Noted:

10. That the specific financial allocations from all sources were applied to the constituent schemes as detailed in Appendix 3 to this report and **noted** that the requested increase to the capital budget was £22,756,000 inclusive of the externally funded grant from the GLA of £3,192,000 and that this increase was **agreed** and will be **referred to council** for final approval.
11. That the Cabinet resolved to spend the proceeds of the shared ownership home sales, on housing and/or regeneration projects.
12. That properties at Diana Princess of Wales House, Ongar Way, Kilmartin Way and Dewsbury Road previously agreed by Cabinet for disposal in the open market were now being retained for direct housing development and that the earlier Cabinet decisions regarding these sales were superseded by the report.
13. **Agreed** that an allocation of £19,069,000 resources from the HRA Business Plan should be agreed across the whole of the new build programme (whether in addition to GLA or RTB funds), for expenditure across 2015/16 to 2017/18.
14. **Delegated** authority to the Lead Member for Housing to make variations to any of the schemes covered in the report, including virement between schemes deemed desirable following scheme review, resident consultation and/or identified as a planning requirement unless the variations would incur additional capital

investment by the Council in which case the approval of Cabinet and Council would be sought.

Chairman

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LED Streetlighting - replacement of 10,600 units

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Totals
Total Cost	2,700,000													2,700,000
Less TfL funding	(50,000)													(50,000)
Less loan (SEELS)	(1,400,000)													(1,400,000)
Initial Cost to Council	1,250,000													1,250,000
Loan repayment		350,000	350,000	350,000	350,000	350,000								1,400,000
Capital Cost to Council	1,250,000	350,000	350,000	350,000	350,000	350,000								2,650,000
<u>Revenue Savings</u>														
Energy	(139,000)	(300,685)	(312,712)	(325,221)	(325,221)	(325,221)	(325,221)	(325,221)	(325,221)	(325,221)	(325,221)	(325,221)	(325,221)	(4,004,604)
Component Replacement	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(581,000)
Total revenue savings	(139,000)	(300,685)	(395,712)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(4,917,604)
Net flow in year	1,111,000	49,315	(45,712)	(58,221)	(58,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(408,221)	(2,267,604)
Net flow cumulative	1,111,000	1,160,315	1,114,603	1,056,382	998,162	589,941	181,720	(226,500)	(634,721)	(1,042,942)	(1,451,162)	(1,859,383)	(2,267,604)	
								Payback yr 8						
NPV at 4%	1	0.962	0.925	0.889	0.855	0.822	0.790	0.760	0.731	0.703	0.676	0.650	0.625	
NPV of net flow in year	1,111,000	47,441	(42,284)	(51,758)	(49,779)	(335,557)	(322,494)	(310,248)	(298,409)	(286,979)	(275,957)	(265,343)	(255,138)	
Net NPV flow cumulative	1,111,000	1,158,441	1,116,157	1,064,399	1,014,621	679,063	356,569	46,321	(252,088)	(539,067)	(815,025)	(1,080,368)	(1,335,506)	

Payback Yr 9

Notes

1. Assumed start 1 April 2015, finish December 2015
2. Unit cost of capital investment - £2.7m, by 10,600 units gives £254k per unit. Up by 17% from first roll out
3. SEELS loan repayable in 6 monthly tranches over 4 years; planned finish Dec 15, 1st repayment July 16
4. Energy - savings pa of £278k at current prices. Per Ofgem, assumed energy 4% rise year on year to 18/19 - thereafter assumed to stabilise

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CABINET

15 October 2014

Subject Heading:

HAROLD HILL AMBITIONS - LEARNING VILLAGE

Cabinet Member:

Councillor Robert Benham – Lead Member for the Environment
Councillor Meg Davis – Lead Member for Children and Learning

CMT Lead:

Cynthia Griffin
Group Director Culture, Community and Economic Development
Joy Hollister
Group Director, Children Services, Housing and Adult Social Care

Report Author and contact details:

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Policy context:

Harold Hill Ambitions Strategy
Harold Hill Ambitions Cabinet Reports; April 2007, February 2008, November 2008, and March 2010

Financial summary:

The reporting of outcomes against plan, and approval of a vision have no specific financial implication. However delivery of that vision has significant financial implications. There are various high level plans to fund the infrastructure required. Moving forward, once infrastructure plans are complete, Programme spend will largely be revenue spend, within existing resources of the various bodies involved.

Is this a Key Decision?

Yes

When should this matter be reviewed?

Reviewing OSC:

Towns and Communities
Children and Learning

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

The Harold Hill Learning Village was conceived as part of the Harold Hill Ambitions Programme, which was agreed by Cabinet in November 2008.

The purpose of this paper is to provide an update on delivery and to confirm the Councils commitment to delivering this Learning Village Vision. The report also covers the proposed use of Council owned land by the Drapers Multi-Academy Trust for the provision of a primary Free School on the remaining part (now vacant) of the old Kingswood School site.

RECOMMENDATIONS

That Cabinet

1. **Note** the progress made to date on the Harold Hill Learning Village.
2. As part of Cabinet's continuing commitment to the overall Learning Village vision, it approves in principle the letting of land in Settle Road to the Drapers Multi-Academy Trust for the creation and operation a new primary Free School on the basis of a 125 year lease at a peppercorn rent, (subject to them securing detailed planning consent for a Free School) and to delegate authority to the Property Strategy Manager to agree the detailed terms of that lease and to complete the leasing arrangements.

REPORT DETAIL

1. Background to the Learning Village

- 1.1 In November 2008, the Learning Village concept was approved by Cabinet as part of the Harold Hill Ambitions Programme.
- 1.2 The November 2008 Cabinet Report noted the creation of a Learning Village would provide Harold Hill with state-of-the-art learning facilities to help improve the skill

levels and job prospects of the whole community. Facilities would provide all levels of education and would offer the best learning environment to help everyone reach their full potential.

1.3 Cabinet agreed that the site should include:

- Replacement of Kingswood School with an Academy, sponsored by Drapers.
- Nursery and Children's Centre
- New Primary and Special Schools to replace Pyrgo and Dycorts
- New Havering College of Further and Higher Education Campus, replacing the Quarles site

1.4 The Harold Hill Ambitions Programme was based on the views of local residents and it was reported that 86% of residents who were consulted, supported these proposals.

1.5 The commitment to the Learning Village concept was again noted in a January 2014 Cabinet Report where it was reported that 'options should be considered in partnership with key stakeholders to deliver this vision'.

1.6 In addition to receiving approval from Cabinet in November 2008, the concept of the Learning Village obtained outline planning permission in October 2009.

2. Progress to date

2.1 A variety of improvements since this date have been delivered. The new Drapers Academy building was officially opened by Queen Elizabeth II in September 2012. Drapers Academy, a school with a maths and science speciality, is now located in a new multi million pounds state of the art building complex. This landmark building has enabled the range of education to increase beyond the age of 16, and now provides education for 11-19 years old.

2.2 The Academy has an established link with Queen Mary College (a college of the University of London). This coincided with the opening of the Academy's sixth form college. The partnership will provide an important link to Higher Education for the pupils of the Academy and children within Harold Hill. The Academy has also provided a key link to the Harold Hill Community, offering £3,000 of funding to the Summer Festival in 2012, 2013 and 2014.

2.3 To complement the area and provide improvements to the public realm, £125k has been invested by the Council from TfL's Local Implementation Plan for improved pedestrian safety, which also provides an improved link between Settle Road and the Academy's central plaza.

2.4 In late 2013, Drapers Multi-Academy Trust submitted a primary Free School bid to the Department for Education. Free schools are brand new, state-funded schools, but independent of local authority control, where they have the freedom to innovate and respond directly to parents' and local community needs. Although being independent of local authority control, Havering Local Authority fully supported the submission of the Free School bid due to the increasing pressure on primary school places in the Harold Hill area. The new school build will be funded by the Education Funding Agency.

- 2.5 The site that was identified in the bid is located in Settle Road and lies immediately to the south of the Drapers Academy. It previously formed part of Kingswood School and, in fact, was used on a temporary basis by Drapers before the existing academy opened in 2012. All buildings on the site have been demolished and it is vacant. The freehold interest in the site is owned by the Council.
- 2.6 In the original Learning Village proposals this site was to be used to create a new primary school. At the time it was envisaged that this would replace Pyrgo Priory Primary School allowing the existing Pyrgo site to be used by Havering College. The proposals now have altered and this site can be made available for the new primary Free School.
- 2.7 In June 2014, following the Ofsted inspection of Brookside Junior School which resulted in an 'Inadequate' judgement, Drapers Multi-Academy Trust became the sponsor of Brookside Junior School, creating the new Drapers' Brookside Junior Academy.

3. Next phases of the Learning Village

- 3.1 Original plans included in the November 2008 Cabinet Report for the Learning Village were based on previous Department for Education funding streams and programmes. However due to Central Government funding changes, refreshed plans and options are currently being considered in partnership with key stakeholders to deliver a Learning Village in Harold Hill.
- 3.2 In addition to reviewing options, a planning application is under development and is due to be submitted in October 2014. This will seek to renew the timescales for the submission of reserved matters pursuant to the Harold Hill Learning Village outline consent, ensuring the overall Vision is maintained.
- 3.3 In June 2014, the Prime Minister announced that the bid referred to in paragraph 3.4 above had been successful and that Drapers Maylands Primary School would be opening in Havering from September 2015. As stated above, the Free School is proposed to be built on the old Kingswood site, adjacent to the Drapers Academy.
- 3.4 The costs of creating the new school will be met by the sponsors and the Department of Education but there is an expectation that the Council will make the land available on a long leasehold basis at no cost.
- 3.5 The Council fully support the proposal in order to bring forward further primary provision in this area and to expand the options open to parents and pupils and it is recommended that the land be transferred at no cost. However, it should be noted that by allocating it for this use the Council will forego any opportunity to use the land for any other purpose or to generate a capital receipt from it. However, this must be balanced by the Councils need to provide sufficient school places for children in the area. Should this scheme not progress, any alternative plans to provide primary school places is extremely likely to require significant levels of Council funding, as the funding regime has changed since this scheme was approved.
- 3.6 The funding requirements of the Department are that the land is let to the academy sponsor under the terms of a standard 125 year academy lease at a peppercorn rent. It is proposed that the Council, the Department for Education and Drapers Multi-Academy Trust initially enter into an Agreement for Lease (AFL). The

conditions to be met under that AFL are that Drapers Multi-Academy Trust secure detailed planning consent for a Free School (details of which are to be agreed with the Council) and build the school using Education Funding Agency funding.

- 3.7 When these conditions are met, the Council would grant Drapers a 125 year lease at a peppercorn rent on the Department for Education model lease for Free Schools. These arrangements are being discussed currently with the other stakeholders and the fine detail of the lease need to be agreed. In the circumstances it is proposed that authority be delegated to the Property Strategy Manager to negotiate the final terms of the lease and to complete the mater when appropriate.

REASONS AND OPTIONS

Reasons for the decision:

The decision to confirm the Councils commitment to delivering this Learning Village Vision, including the granting of a lease to Drapers Multi-Academy Trust for the provision of a primary Free School on the old Kingswood School site is necessary to ensure that the original vision of the Harold Hill Learning Village is maintained.

Other options considered:

No other options were considered.

IMPLICATIONS AND RISKS

Financial implications and risks:

This report is primarily reporting outcomes against plan, and has no specific financial implication. Moving forward, once infrastructure plans are complete, programme spend will largely be revenue spend, within existing resources. Clearly delivery of the infrastructure plans will have significant financial implications for the parties involved. These will need to be fully assessed by the relevant parties prior to the progression of any plans. The high level position is envisaged as follows:

Element of Learning Village	High level financial implications re delivery of infrastructure
Replacement of Kingswood School with an Academy	None – already delivered
Nursery & Children’s Centre	Expectation will operate from existing accommodation within the Learning Village
New Primary School	Free School to be funded by EFA
New Special School	Expectation that this will be funded by LEA predominantly from Basic Need Grant and S106 developer contributions, however this is subject to the overall pupil place pressures. Bids have also been submitted to the EFA to re-provide the existing special schools as part of the Priority Schools Build Programme
New Havering College of Further and Higher Education Campus	It is envisaged that HCFHE will deliver project, assess financial imps and provide/bid for funding.

The use of the land in Settle Road to create a new Free School would mean that the land was not available for any other use and could not be used to generate a capital receipt. However, this must be balanced by the Councils need to provide sufficient school places for children in the area. Should this scheme not progress, any alternative plans to provide primary school places is extremely likely to require significant levels of Council funding.

Legal implications and risks:

There are no apparent legal implications in making the in principle decision set out in the Recommendations. Legal advice will be available for further stages in the process.

Human Resources implications and risks:

There are no direct HR implications or risks affecting the Council, or its workforce, that can be identified at this time from the recommendations made in this report.

Equalities implications and risks:

There are none identified. An Equalities Analysis has been completed as part of the Harold Hill Ambitions Programme.

BACKGROUND PAPERS

None

CABINET

15 OCTOBER 2014

Subject Heading:

**CORPORATE PERFORMANCE REPORT
QUARTER 1 2014/15**

Cabinet Member:

Councillor Roger Ramsey

CMT Lead:

Andrew Blake-Herbert

Report Author and contact details:

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 brian.partridge@havering.gov.uk
 01708 431004

Policy context:

The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 1 2014/15.

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 1 (April to June 2014) 2014/15, against the five Living Ambition Goals of the Corporate Plan (Environment, Learning, Towns & Communities, Individuals and Value).

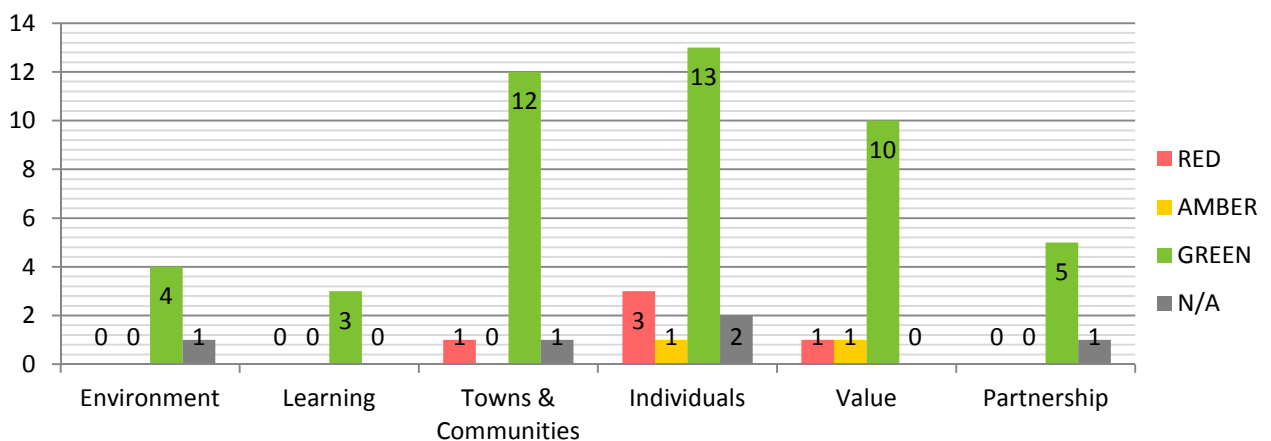
The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating is:

- **Red** = more than 10% off the Quarter 1 Target and where performance has *not improved* compared to Quarter 1 2013/14¹
- **Amber** = more than 10% off the Quarter 1 Target and where performance has *improved or been maintained* compared to Quarter 1 2013/14.
- **Green** = on or within 10% of the Quarter 1 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 1 2014/15 with performance in Quarter 1 2013/14. A green arrow (↑) means performance is better and a red arrow (↓) signifies performance is worse. An amber arrow (→) means that performance is the same.

Quarter 1 2014/15 - Performance Summary



59 Corporate Performance Indicators are measured quarterly and 54 of these have been given a RAG status. In summary:

- **47 of 54 (87%)** have a RAG status of **Green**
- **7 of 54 (13%)** have a RAG status of **Amber** or **Red**

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

RECOMMENDATIONS

Cabinet is asked to **review** the report and **note** its content.

REPORT DETAIL

Highlighted below is a summary of the Corporate Performance Indicators for Quarter 1 2014/15, where performance is RAG rated as **Green** or **Amber** and shows an improvement on Quarter 1 2013/14; 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 1 Target	Quarter 1 Performance	DoT
SC05 - Percentage of missed collections put right within target	93%	99% <small>(1,109 of 1,125)</small>	↑
While there have been an increased number of missed collections compared to the same period last year, the percentage of missed collections put right within target has improved from 97% to 99%.			
SC07 - Total number of fly tip incidents	875	767	↑
There has been a reduction in the number of fly tip incidents with 767 this quarter compared to 941 in the same period last year. Performance is better than the same period last year (with 174 fewer incidents) and is also significantly better than target.			
SCO2 - Percentage of household waste sent for reuse, recycling & composting	36%	37%	↑
Outturns are provisional as this data comes from the East London Waste Authority (ELWA) and lags by 6-8 weeks. Performance this quarter (37%) is better than target and better than the same period last year (36%).			

Learning – to champion education and learning for all

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
(ex) NI117 - Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	4%	4.1%	↑

Cabinet, 15 October 2014

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
Participation levels of the resident cohort of young people (years 12-14) remains high with only 4.1% of 16-19 year olds not in education, employment or training (NEET). This shows an improvement on the same period last year (4.9%).			
LA1 - Number of apprentices (aged 16-18) recruited in the borough	240 AY 2013/14 (Q1)	295 AY 2013/14 (Q1)	↑
Outturns for this indicator refer to the last complete Academic Year (2013/14). Performance this quarter (295) is better than target and better than the same period last year (263).			

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

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
(ex) NI157a - Percentage of major applications processed within 13 weeks	60%	88% (7 of 8)	↑
(ex) NI157b - Percentage of minor applications processed within 8 weeks	65%	67% (61 of 91)	↑
(ex) NI157c - Percentage of other applications processed within 8 weeks	80%	90% (346 of 383)	↑
Performance is above target for the quarter and better than the previous year for all three indicators. It is important to note, however, that as (ex) NI157a refers to a small number of applications, outturns can fluctuate.			
H1 - Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	19%	38% (£111,600.28 of £1,029,594.72)	↑
Performance for this indicator (38%) is significantly better than target with £111,600.28 of Leaseholder Service Charge Arrears collected this quarter. Performance is also better than the same period last year (34%).			
H3 - Average void to re-let times	25 days	27 days (137 lets)	↑
The average void to re-let time for the quarter is within target tolerance at 27 days. This is significantly better than the same period last year where the average void to re-let time was 34 days.			
H5 - Percentage of rent arrears against rent debit	2.48%	2.24% (£1,237,437 of £55,217,122)	↑
This indicator is performing better than target. Whether arrears are due to welfare reforms or tenancy issues, teams within Homes & Housing work closely together to ensure residents quickly receive the appropriate advice to minimise debts.			
L7 - Number of affordable homes delivered (gross)	85	88	↑

Cabinet, 15 October 2014

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
There were 88 affordable homes delivered this quarter, which is better than target and also significantly better than the same period last year (where 11 affordable homes were delivered).			

Individuals – to value and enhance the lives of our residents

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
CY2 - Percentage of looked after children (LAC) placements lasting at least 2 years	80%	80% (39 of 49)	↑
While statistical neighbours perform at approximately 67%, we have met our target for the quarter (80%). This has been achieved through improved earlier planning and matching with appropriate foster carers.			
13 - Percentage of children who wait less than 20 months between entering care and moving in with their adopting family	60%	56% (5 of 9)	↑
Performance is within target tolerance and significantly better than the same period last year. Five children this quarter have waited less than 20 months before entering care and moving in with their adopting family compared to three last year.			
(ex) NI065 - Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	5%	0% (0 of 55)	↑
As this represents a small number of children, outturns can fluctuate. Performance this quarter (0%) is better than target and better than the same period last year (10%), despite an increasing number of children becoming subject to a CP Plan.			
ASCOF 1F - Percentage of adults in contact with secondary mental health services in paid employment	5.5%	7.5% (39 of 520)	↑
The outturn this quarter represents 39 residents on the Care Programme approach who are in paid employment. This is an improvement on the same time last year where 23 residents on the Care Programme were in paid employment.			
ASCOF 2A(i) - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	1.6	1.4	↑
Performance for the rate of permanent admissions for residents aged 18-64 years has improved this quarter (1.4) compared to the same period last year (3.5) and is also better than target.			
ASCOF 2A(ii) - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	153	67	↑

Cabinet, 15 October 2014

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
Permanent admissions of residents aged 65+ years has improved (67) compared to the same period last year (134) and is also better than target.			
L5 - Total number of Careline and Telecare users in the borough	5,000	4,483	↑
Performance is slightly outside of target tolerance; however, there are 552 more Careline and Telecare users in the borough this quarter than the same period last year.			

Value – to deliver high customer satisfaction

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
CS7 - Percentage of Corporate Complaints completed within 10 days	90%	81%	↑
The percentage of Corporate Complaints completed within 10 days has significantly improved this quarter (81%) compared to the same period last year (65%) and is now within target tolerance.			
CS21 - Percentage of customers satisfied with the Contact Centre	85%	91% (3,875 of 4,262)	↑
The satisfaction rate has exceeded target and has increased compared to the same period last year (85%). Of the 4,262 surveys completed, 3,875 customers were satisfied with the Contact Centre.			
CS2 - Call abandon rates	10%	11% (11,442 of 102,416)	↑
Performance this quarter (11%) is significantly better than the same period last year (21%) despite having taken on additional services, such as National Non-Domestic Rates (NNDR) and Housing.			
CS3 - Speed of processing new Housing Benefit/Council Tax Support claims (days)	24 days	19 days	↑
The speed of processing new Housing Benefit and Council Tax Support claims this quarter (19 days) is significantly better than target and is over twice as fast as the same time last year (40 days).			
CS4 - Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (days)	16 days	12 days	↑
The speed of processing changes in circumstances of Housing Benefit and Council Tax Support claimants this quarter (12 days) is better than target and better than the same period last year (19 days).			
CS10 - Percentage of Member/MP Enquiries completed within 10 days	90%	78%	↑

Cabinet, 15 October 2014

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
The percentage of Member/MP Enquiries completed within 10 days (78%) is slightly below target tolerance but the indicator is performing significantly better than the same period last year (67%).			

Red Indicators

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

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
H2 - Percentage of repairs completed on time (including services contractors)	90%	78% (1,244 of 1,596)	↓
<p>The percentage of repairs completed on time this quarter (78%) is slightly outside target tolerance and lower than the same period last year (91%).</p> <p>Corrective Action: Meetings are being held with the new main repairs contractor (Breyers), and a Service Improvement Plan has been requested, to ensure that performance improves by December 2014.</p>			

Individuals – to value and enhance the lives of our residents

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
PH1 - Chlamydia diagnoses	119	95 (Provisional)	↓
<p>Provisional performance for the quarter (95) is worse than target and worse than the same period last year (109).</p> <p>Corrective Action: The outturn is provisional as it excludes activity delivered by the sexual health service. The data collection method is being addressed to ensure complete outturns from Q2.</p>			
CY15 - Number of new in-house foster carers	4	0	→
<p>Performance this quarter (0) is worse than target and the same as Q1 last year (0).</p> <p>Corrective Action: Extensive recruitment activity is under way and performance will show improvement as the year progresses. There is a need to recruit foster carers for teenagers and so our recruitment campaign continues to focus on this difficult area.</p>			
ASCOF 1G - Percentage of adults with learning disabilities who live in their own home or with their family	15%	9.0%	↓
<p>Performance this quarter (9.0%) is worse than target and worse than the same period last year (10.1%).</p> <p>Corrective Action: This indicator is expected to have recovered by next quarter. Performance will be monitored to ensure progress is maintained.</p>			

Value – to deliver high customer satisfaction

Indicator	Quarter 1 Target	Quarter 1 Performance	DoT
CI1 - Sickness absence rate per annum per employee (days)	7.6 days	10.4 days	↓

This indicator is reported as a rate per FTE employee over a rolling 12-month period. Performance this quarter (10.4 days) is worse than target and the same period last year (8.8 days). For Q1, the sickness absence rate per FTE employee is 2.3 days, which is better than the same quarter last year (2.4 days).

Corrective Action: HR continue to work with Heads of Service to address sickness in their area and offer tailored support.

The full Corporate Performance Report for Quarter 1 2014/15 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.

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.

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

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:

- **PH1** – Chlamydia diagnoses
- **CY15** – Number of new in-house foster carers
- **ASCOF 1G** – Percentage of adults with learning disabilities who live in their own home or with their family
- **CI1** – Sickness absence rate per annum per employee (days)

Should performance not improve, there will be a negative impact for people of different age groups in particular teenagers and younger people, including children in care. Disabled people could also experience a negative impact if performance continued for ASCOF 1G.

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

BACKGROUND PAPERS

The Corporate Plan 2011-14 and 'Plan on a Page' 2014-15 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 1 Corporate Performance Report 2014/15

Cabinet (15th October 2014)

Key

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

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
SC05	Percentage of missed collections put right within target	Bigger is Better	93%	93%	99% (1,109 of 1,125)	97% (790 of 813)	↑	While there have been an increased number of missed collections compared to the same period last year, the percentage of missed collections put right within target has improved from 97% to 99%. There is therefore good performance in this area as we continue to perform better than target.	Streetcare
SC07	Total number of fly tip incidents	Smaller is Better	3,500	875	767	941	↑	There has been a reduction in the number of fly tip incidents with 767 this quarter compared to 941 in the same period last year. Performance is better than the same period last year (with 174 fewer incidents) and is also significantly better than target.	Streetcare

¹ With the exception of 'Percentage of NNDR collected' and 'Percentage of Council Tax collected' where the tolerance is 5%

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
SC01	Residual household waste (kg) per household	Smaller is Better	640kg	169kg	172kg (Provisional)	166kg	↓	Outturns are provisional as this data comes from the East London Waste Authority (ELWA) and lags by 6-8 weeks. Performance this quarter (172kg) is within target tolerance and worse than the same period last year (166kg).	Streetcare
SC02	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36%	37% (Provisional)	36%	↑	Outturns are provisional as this data comes from the East London Waste Authority (ELWA) and lags by 6-8 weeks. Performance this quarter (37%) is better than target and better than the same period last year (36%).	Streetcare
SC04	Parking income against budget (£)	N/A	£3,964,420	£991,105	£842,691	£909,221	N/A	This indicator is for information only and so a Value, Direction of Travel (DOT) and RAG rating are not included. Car parking income for the quarter is lower than target and less than the same period last year.	Streetcare

Learning - to champion education and learning for all

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 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	75	75	78	↓	Performance for this indicator is on target as efficient processes continue to support PVI settings and childminders to achieve an Ofsted grading of Good or Outstanding.	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%	4%	4.1%	4.9%	↑	Participation levels of the resident cohort of young people (years 12-14) remains high with only 4.1% of 16-19 year olds not in education, employment or training (NEET). This shows an improvement on the same period last year (4.9%).	Learning & Achievement
LA1	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	600 AY 2013/14 (Q1-Q4)	240 AY 2013/14 (Q1)	295 AY 2013/14 (Q1)	263 AY 2012/13 (Q1)	↑	Outturns for this indicator refer to the last complete Academic Year (2013/14). Performance this quarter (295) is better than target and better than the same period last year (263).	Learning & Achievement

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
CL2	Number of library visits (physical)	Bigger is Better	1,602,276	400,569	413,979	428,719	↓	Despite the huge rise in virtual access, libraries still attract large numbers of physical visitors and are currently exceeding monthly targets by over 13,000 visits.	Culture & Leisure
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£2,000,000	£500,000	£1,410,100	£2,822,700	↓	Funding is significantly better than target and comprises of Heritage Lottery Fund Restoration of Upminster Windmill (£1,385,100), TfL Crossrail Complementary Measures (£24,000) and GLA Summer of High Streets (£1,000).	Economic Development
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	800	200	210	330	↓	Performance this quarter is made up of a combination of attendees at specific business related events (e.g. Women in Business) and 1-2-1 meetings between businesses and Business Development Officers within the Service.	Economic Development
DC4	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	26% (6 of 23)	17% (2 of 12)	↓	Of the 23 appeals made against refusal of planning permission this quarter, only 6 appeals were allowed (26%). While this is better than target, it is important to note that a small number of appeals can have a disproportionate impact.	Regulatory Services
(ex) NI157a	Percentage of major applications processed within 13 weeks	Bigger is Better	60%	60%	88% (7 of 8)	80% (4 of 5)	↑	Performance is significantly above target for the quarter with 7 out of 8 applications determined within the statutory timeframe. It is important to note, however, that as this refers to a small number of applications, outturns can fluctuate.	Regulatory Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
(ex) NI157b	Percentage of minor applications processed within 8 weeks	Bigger is Better	65%	65%	67% (61 of 91)	30% (24 of 81)	↑	Performance this quarter (67%) is better than target and significantly better than the previous year (30%). This follows the provision of additional resources and the adoption of an action plan to bring about improvement in decision making.	Regulatory Services
(ex) NI157c	Percentage of other applications processed within 8 weeks	Bigger is Better	80%	80%	90% (346 of 383)	40% (137 of 343)	↑	Performance for the quarter (90%) is above target and is also significantly better than the previous year (40%). This represents a strong start for the forthcoming year.	Regulatory Services
H1	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	93%	19%	38% (£111,600.28 of £1,029,594.72)	34% (121,603.39 of 1,662,660.0)	↑	Performance for this indicator (38%) is significantly better than target with £111,600.28 of Leaseholder Service Charge Arrears collected this quarter. Performance is also better than the same period last year (34%).	Homes & Housing
H3	Average void to re-let times	Smaller is Better	25 days	25 days	27 days (137 lets)	34 days (142 lets)	↑	The average void to re-let time for the quarter is within target tolerance at 27 days. This is significantly better than the same period last year where the average void to re-let time was 34 days.	Homes & Housing
H4	Number of homes made decent	Bigger is Better	1,291	63	63	108	↓	While performance is worse than the same period last year, the Decent Homes Programme is on target for 2014/15 with 63 homes made decent this quarter.	Homes & Housing

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
H5	Percentage of rent arrears against rent debit	Smaller is Better	2.50%	2.48%	2.24% (£1,237,437 of £55,217,122)	2.43% (£1,294,808 of £53,392,036)	↑	This indicator is performing better than target and better than the same period last year. Whether arrears are due to welfare reforms or tenancy issues, teams within Homes & Housing work closely together to ensure residents quickly receive the appropriate advice to minimise debts.	Homes & Housing
L7	Number of affordable homes delivered (gross)	Bigger is Better	250	85	88	11	↑	There were 88 affordable homes delivered this quarter, which is better than target and also significantly better than the same period last year (where 11 affordable homes were delivered).	Homes & Housing
H2	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	78% (1,244 of 1,596)	91% (2,352 of 2,584)	↓	The percentage of repairs completed on time this quarter (78%) is slightly outside target tolerance and lower than the same period last year (91%). Corrective Action: Meetings are being held with the new main repairs contractor (Breyers), and a Service Improvement Plan has been requested, to ensure that performance improves by December 2014.	Homes & Housing
NEW	Number of persons enrolled on Keys for Change	Bigger is Better	69	17	14	New indicator	N/A	There is no direction of travel, and therefore no RAG rating, as the Keys for Change programme was launched in November 2013. Performance for the quarter (14) is below target. The overall target is to assist 137 people over the 2 year programme (Nov 2013 – Oct 2015). Performance is currently on track with 71 enrolments since November 2013.	Homes & Housing

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
CY2	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	80%	80%	80% (39 of 49)	70% (33 of 47)	↑	While the England average has not exceeded 70% over the past five years, and statistical neighbours perform at approximately 67%, we have met our target for the quarter (80%). This has been achieved through improved earlier planning and matching with appropriate foster carers.	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	60%	60%	56% (5 of 9)	25% (3 of 12)	↑	Performance is within target tolerance and significantly better than the same period last year. Five children this quarter have waited less than 20 months before entering care and moving in with their adopting family compared to three last year, although the number of LAC in the cohort is lower.	Children's Services
CY13	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4%	4%	4% (1 of 25)	0% (0 of 29)	↓	Due to the small number of children, this indicator fluctuates significantly. Performance is on target with only one child on a CP Plan for more than 24 months. The duration of CP Plans is under constant review by Children and Young People's Services and actual or potential drift is promptly addressed.	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%	5%	0% (0 of 55)	10% (2 of 21)	↑	As with CY13, a small number of children can have a disproportionate impact on reported figures. Performance this quarter (0%) is better than target and better than the same period last year (10%), despite an increasing number of children becoming subject to a CP Plan.	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%	80%	81% (1,516 of 1,876)	43% (2,036 of 4,763)	N/A	The definition for this measure changed in 2014/15 to ensure consistency across authorities and so no DOT is available until 2015/16 (Q1). Performance for the quarter (81%) is better than target.	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
ASCOF 1C(ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	45%	45%	41% (774 of 1,876)	14% (670 of 4,763)	N/A	The definition for this measure changed in 2014/15 to ensure consistency across authorities and so no DOT is available until 2015/16 (Q1). Performance for the quarter (41%) is within target tolerance.	Adult Social Care
ASCOF 1F	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	5.5%	5.5%	7.5% (39 of 520)	4.3% (23 of 532)	↑	The outturn this quarter represents 39 residents on the Care Programme approach who are in paid employment. This is an improvement on the same time last year where 23 residents on the Care Programme were in paid employment.	Adult Social Care
ASCOF 1H	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	92% (479 of 520)	93% (496 of 532)	↓	Performance this quarter (92%) is within target tolerance and at a similar level to the same period last year (93%). This represents 479 residents on the Care Programme living independently, with or without support.	Adult Social Care
ASCOF 2A(i)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	9.0	1.6	1.4	3.5	↑	Performance for the rate of permanent admissions for residents aged 18-64 years has improved this quarter (1.4) compared to the same period last year (3.5) and is also better than target.	Adult Social Care
ASCOF 2A(ii)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	585	153	67	134	↑	Performance for the rate of permanent admissions for residents aged 65+ years has improved (67) compared to the same period last year (134) and is also better than target.	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 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	3.0	3.0	1.8	1.1	↓	This indicator looks at delays where there is a joint responsibility with Adult Social Care and health. Performance for the quarter (1.8) is better than target but worse than the same period last year (1.1).	Adult Social Care
ASCOF 2C(iii)	Delayed transfers of care that are attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	1.0	0.8	0.8	→	This indicator looks at hospital delays where the responsibility is Adult Social Care only. Performance for the quarter (0.8) is in line with the same period last year and is within target tolerance.	Adult Social Care
L3	Percentage of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	5.5	5.5	1.7 (3 of 175)	0.0 (0 of 123)	↓	This indicator considers the success of reablement and measures the number of service users who return after a successful reablement phase. Performance for the quarter (1.7) is worse than the same period last year, however, is better than target.	Adult Social Care
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	5,000	5,000	4,483	3,931	↑	Performance is slightly outside of target tolerance; however, there are 552 more Careline and Telecare users in the borough this quarter than the same period last year.	Homes & Housing
PH1	Chlamydia diagnoses	Bigger is Better	475	119	95 (Provisional)	109	↓	Provisional performance for the quarter (95) is worse than target and worse than the same period last year (109). Corrective Action: The outturn is provisional as it excludes activity delivered by the sexual health service. The data collection method is being addressed to ensure complete outturns from Q2.	Public Health

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
CY15	Number of new in-house foster carers	Bigger is Better	15	4	0	0	→	Performance this quarter (0) is worse than target and the same as Q1 last year (0). Corrective Action: Extensive recruitment activity is under way and performance will show improvement as the year progresses. There is a need to recruit foster carers for teenagers and so our recruitment campaign continues to focus on this difficult area.	Children's Services
ASCOF 1G	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	62%	15%	9.0% (46 of 509)	10.1% (52 of 513)	↓	Performance this quarter (9.0%) is worse than target and worse than the same period last year (10.1%). Corrective Action: This indicator is expected to have recovered by next quarter. Performance will be monitored to ensure progress is maintained.	Adult Social Care
L7 (BCF)	Avoidable emergency admissions	Smaller is Better	170	178	Not available	New indicator	N/A	This measure is currently under review by NHS England and so an outturn for the quarter is not available.	Adult Social Care
L8 (BCF)	Patient/service user experience	TBC	TBC	TBC	Not available	New indicator	N/A	This measure has yet to be defined by NHS England and it is not possible to report on this indicator this quarter.	Adult Social Care

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
CS7	Percentage of Corporate Complaints completed within 10 days	Bigger is Better	90%	90%	81%	65%	↑	The percentage of Corporate Complaints completed within 10 days has significantly improved this quarter (81%) compared to the same period last year (65%) and is now within target tolerance.	Corporate Health
CS8	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	5.2%	5.0%	↓	The percentage of Corporate Complaints escalated to Stage 2 this quarter (5.2%) is better than target but slightly worse than the same time last year (5.0%).	Corporate Health
ISS10	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	95%	96% (22,179 of 22,990)	96% (21,262 of 22,175)	→	This indicator is performing better than target for the quarter and the same as the previous year (96%). Of the 22,990 invoices received this quarter, 22,179 invoices were processed within 30 days.	Corporate Health
CS21	Percentage of customers satisfied with the Contact Centre	Bigger is Better	85%	85%	91% (3,875 of 4,262)	85% (3,551 of 4,198)	↑	The satisfaction rate has exceeded target and has increased compared to the same period last year (85%). Of the 4,262 surveys completed, 3,875 customers were satisfied with the Contact Centre.	Customer Services
CS2	Call abandon rates	Smaller is Better	10%	10%	11% (11,442 of 102,416)	21% (16,774 of 81,450)	↑	Performance this quarter (11%) is significantly better than the same period last year (21%) despite having taken on additional services, such as National Non-Domestic Rates (NNDR) and Housing.	Customer Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
CS3	Percentage of automated transactions	Bigger is Better	30%	30%	29% (52,455 of 180,687)	New indicator	N/A	This is a new indicator for 2014/15 so there is no scope for comparison. The drive to complete payments online for the annual green bins renewal may have helped performance. Green waste renewal payments were largely due in April.	Customer Services
CS1	Percentage of Council Tax collected	Bigger is Better	97%	31%	31% (£38.4m)	31% (£37.4m)	→	Performance this quarter (31%) is on target and is the same as the previous year (31%). This represents £38.4m of Council Tax collected this quarter compared to £37.4m by the same point last year.	Exchequer & Transactional Services
CS2	Percentage of National Non-Domestic Rates collected (NNDR)	Bigger is Better	98%	34%	34% (£26.0m)	34% (£25.1m)	→	Performance this quarter (34%) is on target and the same as the previous year (34%). This represents £26.0m of NNDR collected this quarter compared to £25.1m by the same point last year.	Exchequer & Transactional Services
CS3	Speed of processing new Housing Benefit/Council Tax Support claims (days)	Smaller is Better	24 days	24 days	19 days	40 days	↑	The speed of processing new Housing Benefit and Council Tax Support claims this quarter (19 days) is significantly better than target and is over twice as fast as the same time last year (40 days).	Exchequer & Transactional Services
CS4	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (days)	Smaller is Better	16 days	16 days	12 days	19 days	↑	The speed of processing changes in circumstances of Housing Benefit and Council Tax Support claimants this quarter (12 days) is better than target and better than the same period last year (19 days).	Exchequer & Transactional Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
CS10	Percentage of Member/MP Enquiries completed within 10 days	Bigger is Better	90%	90%	78%	67%	↑	The percentage of Member/MP Enquiries completed within 10 days (78%) is slightly below target tolerance but the indicator is performing significantly better than the same period last year (67%).	Corporate Health
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	10.4 days	8.8 days	↓	<p>This indicator is reported as a rate per FTE employee over a rolling 12-month period. Performance this quarter (10.4 days) is worse than target and the same period last year (8.8 days). For Q1, the sickness absence rate per FTE employee is 2.3 days, which is better than the same quarter last year (2.4 days).</p> <p>Corrective Action: HR continue to work with Heads of Service to address sickness in their area and offer tailored support.</p>	Corporate Health

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
CSP1	The number of burglaries reported	Smaller is Better	2,252	550	401	585	↑	Burglary is currently at its lowest level in six years. The target set by the Mayor's Office for Policing & Crime (MOPAC) is currently being exceeded; however, the rate of household burglary still ranks among the top 10 highest in England and Wales and is twice the national average.	Corporate Policy & Community
CSP2	The number of anti-social behaviour (ASB) incidents reported	Smaller is Better	6,910	1,595	1,349	1,933	N/A	The methodology changed in Oct 2013 and so a DOT is not available. The rate of ASB equates to 30.5 incidents per 1,000, which is below the regional average of 43.5. It should also be noted that there is a high number of other ASB calls and complaints received by non-police agencies in Havering.	Corporate Policy & Community
PH3a	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20%	5%	6.2% (4,080)	2.3% (1,556)	↑	Performance has exceeded target this quarter with NHS Health Checks offered to 4,080 eligible patients (6.2%). This is a significant improvement on the same period last year where 1,556 eligible patients (2.3%) were offered NHS Health Checks.	Public Health
ASCOF 2C(i)a	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7.0	7.0	5.3	4.6	↓	This indicator measures delays across both Health and Adult Social Care. Although performance for the quarter is worse than the same period last year, we are still exceeding our quarterly target.	Adult Social Care
ASCOF 2C(i)b	Delayed transfers of care from hospital per 100,000 population (average per month)	Smaller is Better	136	136	139	New indicator	N/A	This indicator has been developed for the Better Care Fund (BCF) and monitors days delayed over the month rather than people delays as a snapshot. For Quarter 1, we are slightly worse than target with an average of 139 days delayed per month per 100,000.	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 1 Target	2014/15 Quarter 1 Performance	2013/14 Quarter 1 Performance	DOT	Comments	Service
PH3b	Percentage of eligible people receiving an NHS Health Check (of those offered)	Bigger is Better	66%	66%	31% (1,268)	N/A	N/A	The methodology changed in 2014/15 and so a direction of travel and RAG rating is not available. Performance this quarter (31%) is worse than target (66%) with 1,268 NHS Health Checks received of the 4,080 offered. GP practices are being supported to convert a greater percentage of health checks offered.	Public Health

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CABINET

15 OCTOBER 2014

Subject Heading:

REPORT OF THE INDIVIDUALS OSC TOPIC GROUP ON THE IMPACT OF SERVICES ON THE ELDERLY

Cabinet Member:

Councillor Wendy Brice-Thompson

CMT Lead:

Joy Hollister – Group Director Children, Adults and housing

Report Author and contact details:

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Policy context:

Impact of Services for the Elderly

Financial summary:

There are none associated with this report

Is this a Key Decision?

No

When should this matter be reviewed?

September 2015

Reviewing OSC:

Individuals OSC

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 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

This report contains the findings and recommendations that had emerged after the Topic Group scrutinised the subject selected by the Committee in October 2012.

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 Individuals Overview and Scrutiny Committee Topic Group findings and recommendations

REPORT DETAIL

1.0 BACKGROUND

- 1.1 At its meeting on 9 October 2012, the Individuals Overview and Scrutiny Committee agreed to establish a topic group to scrutinise the impact of services on the Elderly
- 1.2 The following Members formed the topic group at its outset: Councillors Wendy Brice-Thompson (Chairman), June Alexander, Pam Light and Linda Van den Hende.
- 1.3 The topic group met on four occasions including two visits. One for the group to look at the housing schemes for the elderly in Havering, and one to look at the schemes available in the neighbouring borough of Barking and Dagenham.

2.0 SCOPE OF THE REVIEW

- 2.1 Following an Ageing Well Event organised for Members, the Committee wished to understand the impact that housing services had on older people generally, older people with disabilities and vulnerable residents in Havering, together with finding out about services available for these groups and how easily the services can be accessed.

3.0 INITIAL PRESENTATIONS

Brief details of the various presentations are shown below:

3.1 Havering Housing Services

- 3.1.1 There were a number of housing types categorised for older people ranging from ordinary housing with adaptations suitable for the elderly to sheltered and extra care housing as well as residential homes. In Havering there were 19 sheltered housing schemes comprising 894 units. There were two extra care schemes in Havering Painesbrook Court and St Ethelburga's

Court. A third scheme was being developed called Dreywood Court. This scheme subsequently was completed and opened in July 2013.

- 3.1.2 Homes and Housing had a capital budget for aids and adaptations for Council tenants. This covered works such as the installation of stair-lifts, walk-in showers and wheelchair ramps. For similar works for those who were not council tenants, there was a Disabled Facilities Grant. This was mandatory where there was a disabled household member. The Council had agreed a policy that a discretionary grant above the £30,000 cap could be sought although this was extremely rarely required.
- 3.1.3 The Telecare and Careline service was provided by Homes and Housing. The majority of referrals were now from Adult Social Care. The Careline service consisted of a call button worn on a pendant by service users and/or a pull cord(s) within clients' homes. The Telecare service provided a variety of sensors, for example fall detectors and flood detectors which automatically alerted the call centre when activated. When either the Careline or Telecare equipment was activated, the call centre answered. If a call-out was required a relative was contacted or staff from Havering's Telecare Centre attended, this was based upon the clients' previously expressed preferences. The majority of people paid for Careline or Telecare themselves. Subject to Adult Social Care's Fair Access to Charging arrangements, Adult Social Care may pay for users' services directly.

3.2 Age Concern Havering Services

- 3.2.1 Age Concern was an independent charity that focussed on improving life for older people. Their work was funded by a range of sources – the Council, grants and trust funds. There were in excess of 250 volunteers at Age Concern Havering, many of whom were older people themselves but found the voluntary work rewarding.
- 3.2.2 A key role of Age Concern was health and health promotion. Support, information and advice were given following a stroke. Age Concern also ran a cancer awareness campaign to raise awareness of lung, bowel and breast cancer, together with a charity shop, day trips and holidays. Work was carried out across the borough; however the group had discovered that the Rainham area was difficult to cover fully (**See recommendation 6.2**).
- 3.2.3 There were two day centres that were core funded by the Council and run by Age Concern. HOPWA House in Hornchurch allowed active older people to take part in activities as they wished, and Painesbrook Court offered a day service for the frail elderly six days a week. Community and preventative services included a pub club and the Council funded "perky pensioners" service which provided reasonably priced meals and outings etc. A befriending service was available for older people who were housebound or people living alone. There was also a home support service which supplied volunteer handypersons to work in people's homes as well as a list of vetted tradespeople. The Pomelo Care service was committed to improving the quality of life of its clients. It included paid services to carry out domestic care, gardening, personal care and home visits.

4.0 VISITS TO HOUSING SCHEMES

Brief details on the visits undertaken by the group are shown below:

Housing Schemes in Havering

4.1 Cole Court

4.1.1 The group visited Cole Court, which was a modern sheltered housing unit, with 35 one bed flats. The criterion for the units was anyone aged 55 years and over. However for those aged 55 to 60, the client would have to be registered disabled. For the over 60s a proven social isolation need was necessary.

4.1.2 Residents of Cole Court were of differing needs (high, medium and low). The high needs residents were contacted everyday by the roving warden, whereas those on a medium or low need were not contacted as frequently. All units in the complex had the Careline box installed; this had replaced the old link-line system.

4.1.3 The group was informed that the average rental for a unit was £90-£100 a week, this included all service charges.

4.2 Painesbrook Court

4.2.1 The group visited Painesbrook Court, which was a high dependency care home run by Housing 21; however East Living were responsible for the care packages. There were 64 one bed units and the majority of residents suffered from mental health or learning disabilities. The age range of residents was between 59 and 98; however the criterion was a minimum age of 55 but with a high dependency need.

4.2.2 Age Concern ran a very successful day centre at Painesbrook Court, which members were able to observe. Residents were able to participate in the day centre for £2 a session. There were two sessions, one from 10am-3pm and the other from 11am – 4pm.

4.2.3 The group were informed that the rental was standardised and was approximately £219 a week, and this included all their utilities.

4.3 Royal Jubilee Court (RJC)

4.3.1 The group visited Royal Jubilee Court, which was made up of four large houses, Philip, Charles, Elizabeth and Anne. Within Philip House the group visited the bedsits that were being converted so that new shower units and kitchens were being installed to alleviate any shared facilities. There was also new double glazing and radiators being installed throughout the whole scheme.

4.3.2 Royal Jubilee Court was made up of three services; Reablement, Sheltered Housing and the Out of Hours Service. The sheltered housing was located within Anne House, including Hubb1. Hubb 2 was at Holsworthy House in Harold Hill and Hubb 3 was in Garrick House in Hornchurch. Each Hubb included one team leader, three mobile support workers and one activity worker. Each Hubb covered between 6-7 schemes, totalling 19 across the whole borough.

4.4 Telecare Centre (RJC)

4.4.1 The group visited the Telecare Centre and was informed that the service was a 24 hour, 7 day a week service. There was a mixture of different alarms and monitors that could be used, and any response came from the telecare centre. The service was looking to move away from the old pendant style alarm and move towards a wristwatch function. The user could wear the watch, which was fully functioning, however there was an additional button they could press and have a 2-way conversation with the control centre.

4.4.2 Adult Social Care promoted the service as part of the care packages. The service maintained the independence of individuals, so for example if a medicare machine was installed as part of the service, this would administer the medication rather than waiting for a carer to arrive. If however the medication was not taken, an alert would be sent to the telecare centre. Staff at the telecare centre would contact and prompt the user to take their medication.

4.4.3 The group was shown the Telehealth equipment, which were in line with the chronic obstructive pulmonary disease (COPD) requirements. This equipment could check vital signs including blood pressure, oxygen and weight if necessary. The equipment would be linked to a clinician to assess the condition so that intervention can be made at day one. There had been a very successful pilot carried out.

4.4.4 The service also worked with the Police in respect of bogus callers, the Fire Service in respect of hoarders, as well as Age Concern, the Alzheimer's Society and Adult Social Care. There were 3500 clients on the system and approximately 19,000 calls were taken a year.

4.5 Dreywood Court

4.5.1 The group visited Dreywood Court in December 2012 whilst it was still being developed. The scheme was an extra care scheme with 24 hour personalised care, with waking night staff. Residents may start with a very low need, but may need to progress into end of life care in the future, without the need to move from their home.

4.5.2 The scheme comprised 98 one and two bed flats, with 20 for shared ownership. The shared ownership meant that a resident could buy up to 75% of the property, but 25% would remain with East Thames, and therefore there would be no outlay on the 25%. It was clarified that if

a next of kin was to inherit the property and they did not qualify for the scheme because of the various eligibility criteria, such as age or need for social care, then they could not move into the property. A clause of the shared ownership lease would require resale to be offered exclusively by East Thames marketing team for the initial 4-6 weeks. After that initial restricted period, the next of kin would be at liberty to sell the property via an estate agent but subject to the eligibility criteria for residence.

4.5.3 Sanctuary Homecare Co. Ltd, won the tender for the 24 hour extra care support and began assessing applicants from April 2013. They established their office at the scheme in advance of the first residents moving in and have had an on-site presence since July 2013. East Thames Housing Group was the Registered Social Landlord responsible for developing the scheme in partnership with the Council. East Thames Group retained landlord responsibilities, issued tenancy agreements and provided on-going housing management. It worked closely with the care and support provider, Sanctuary Home Care Ltd, to ensure the scheme remained a vibrant and inclusive community.

4.5.4 To ensure the moving experience was not a barrier to the most vulnerable and elderly, Age Concern Havering were commissioned to support people to move. The level of support required had been tailored to people's circumstances. In addition a protocol had been developed with the Benefits Service. Each time an applicant moved into the scheme, the volunteers completed the housing benefit forms and verification documents which were collected on a daily basis. This ensured a smooth transition and reduced the burden of unnecessary delays or rent arrears.

4.6 Housing Schemes in Barking and Dagenham

4.6.1 The group visited the neighbouring borough of Barking and Dagenham to see how housing services in other boroughs were run, and to compare them with the schemes in Havering.

4.7 Fred Tibble Court

4.7.1 This was an extra care scheme, and had residents with early onset dementia. The scheme comprised 31 units (6x2 beds and 25x1 beds). Since the scheme was not a secure unit, they were unable to accommodate people with high level dementia need and could not accommodate people who wandered. The scheme was to support independent living. There were two support people who were on the site every day to provide activities for the residents.

4.7.2 The scheme had communal facilities which included a 15-seater cinema, activity room, library and laundry. There was a communal dining area with a chef who provided one cooked meal each day, 365 days a year. This was included in the rental paid by the residents. The rental varied, for a resident on benefits the rental was £120 a month. For self-funders the rental could be between £1200 - £1300. The only bills that the residents had to pay were electricity and telephone.

4.8 Thames View Lodge

- 4.8.1 This scheme was developed and owned by London and Quadrant Housing. It was a category two sheltered scheme and contained 48 units within it. The scheme was centred on independent living. All properties had pull cords and pendants. The residents were contacted each day to ensure they were ok, otherwise they were independent.
- 4.8.2 Reassessments of residents were carried out every six months to ensure that the care met their needs. With the consent of the resident and/or their family, arrangements could be made to move the resident into an extra care unit if their needs increased.
- 4.8.3 Members asked about the number of voids and how they were dealt with. Nominations came direct from the borough, however there was a waiting list for properties at Thames View Lodge and therefore there was a swift turnaround of properties. The minimum turnaround time for voids was 4 weeks.
- 4.8.4 The rental was £30 a month if the resident was on full benefits. The only expense would be their telephone bill, however in the bungalows there would be an additional cost for electricity. Communal facilities included a laundrette, a guest room with 2 single beds, a games room, hairdressers and a lounge.
- 4.8.5 It was explained that due to the heritage of the area, the residents referred to the area they lived as Thames View, and not Barking and Dagenham

4.9 Catherine Godfrey House

- 4.9.1 This was a category two sheltered accommodation unit. The scheme was owned and managed by the Council. There was involvement of social workers in delivering the care packages at the unit. Outside carers came in where needed and these were funded by personalised budgets. The scheme was person centred and there were some residents with early onset dementia. All residents who lived at the scheme were on the alarm system.
- 4.9.2 The group visited the communal facilities including the library, where the council library came once a month to deliver a new selection of books and videos; which residents could borrow. There was also a service run by Age UK who assisted with cleaning and domestic needs.

5.0 FINDINGS

- 5.1 The group felt that they had a full picture of the Council services available to the elderly and vulnerable residents of Havering and how these compared with provision in a neighbouring borough.

- 5.2 Research was undertaken by the Corporate Policy and Diversity team on the number of vulnerable and elderly persons that were in the borough through the Mosaic database. This was carried out to identify as accurate a number as possible of older people who may live alone, are not 'known' to the Council already through claiming benefits or being in receipt of social care services – in other words who might be socially isolated. This amounted to 805 households.
- 5.3 It was agreed that contact needed to be made with these individuals, to find out if they were aware of the social activities and voluntary sector led local services in their area. The Chairman of the Topic Group met with the Corporate Policy and Community Manager, who explained that a second round of the highly successful "Over 65s Consultation" Community Engagement project was soon to be rolled out as part of the Active Living programme. This initiative involved the recruitment of a cohort of volunteers who were provided with training from a range of agencies, and carried out face-to-face outreach consultation with older people in their homes. It was agreed that the 805 addresses would be incorporated into the next phase of the programme, due to start in June 2014, and those residents would be contacted by the council to see if they would like a visit from one of the volunteers, who could then signpost them to support that was available locally if needed. **(see recommendation 6.1)**

6.0 RECOMMENDATIONS

- 6.1 That the individuals identified as potentially being socially isolated are visited by volunteers as part of the next phase of the Council's 'Over 65s Consultation project', which will be carried out in the summer in partnership with Citizens Advice Bureau, as part of the Council's Active Living programme. (see paragraph 5.3)
- 6.2 The council to seek to work in partnership with Age Concern Havering to find accommodation where services are currently not provided (Rainham)(see paragraph 3.2).

7.0 ACKNOWLEDGEMENTS

During the course of its review, the topic group met and held discussions with the following people:

Rama Krishnan – Age Concern Havering
Sue Witherspoon – Head of Homes, Housing and Public Protection
Claire Thompson – Corporate Policy and Community Manager
Daphne Edwards – Adult Social Care
Claire Carter – Careline and Telecare Manager
Ola Odupe – Mobile Support and Sheltered Housing Manager
Ken Jones – Divisional Director of Housing Strategy,
London Borough of Barking & Dagenham
Councillor Phil Waker – Cabinet Member for Housing,
(London Borough of Barking & Dagenham)

Councillor Linda Reason – Cabinet Member for Adult Services and HR
(London Borough of Barking and Dagenham)

Christopher Boyo – London Borough of Barking and Dagenham

Ben Ramsey – London Borough of Barking and Dagenham

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 24 September 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.

Other options considered:

There are no alternative options

IMPLICATIONS AND RISKS

FINANCIAL IMPLICATIONS AND RISK:

The Council run housing schemes are funded from within existing service budgets. Other Council services referred to within this report are also funded from within existing budgets. There are no direct financial implications arising from this report, which is for information purposes. The cost of distributing the letter will be met from existing resources.

LEGAL IMPLICATIONS AND RISK:

The Head of Adult Social Care will need to consider whether or not the recommendations should be implemented. Legal advice may be required in respect of any data protection and procurement issues arising.

HUMAN RESOURCES IMPLICATIONS AND RISK:

There are no immediate Human Resources implications as the Council run housing schemes and other services are already fully staffed and funded by the Council.

BACKGROUND PAPERS

Notes of the Impact of Services on the Elderly Topic Group Meetings:

1 November 2012
12 December 2012
5 February 2013
10 July 2013