



TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE AGENDA

7.30 pm	Tuesday 28 October 2014	Town Hall, Main Road, Romford
----------------	------------------------------------	--

Members 9: Quorum 4

COUNCILLORS:

Conservative (4)

Steven Kelly
Frederick Thompson
Jason Frost
Robby Misir

Residents' (1)

Jody Ganly

East Havering Residents' (2)

Linda Hawthorn
(Vice-Chair)
Alex Donald

UKIP (1)

Lawrence Webb
(Chairman)

Independent Residents' (1)

Michael Deon Burton

**For information about the meeting please contact:
Taiwo Adeoye 01708 433079
taiwo.adeoye@onesource.co.uk**

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

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

Reporting means:-

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

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

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

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

What is Overview & Scrutiny?

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

They have a number of key roles:

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

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

Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for

anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research and site visits. Once the topic group has finished its work it will send a report to the Committee that created it and it will often suggest recommendations to the executive.

Terms of Reference

The areas scrutinised by the Committee are:

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

AGENDA ITEMS

1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

2 DECLARATION OF INTERESTS

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

3 CHAIRMAN'S ANNOUNCEMENTS

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

4 MINUTES (Pages 1 - 20)

To approve as a correct record the minutes of the meeting held on 2 September 2014 and the minutes of the Joint Overview & Scrutiny meeting held on 8 September 2014, and to authorise the Chairman to sign them.

5 PRESENTATION ON THE HAVERING LICENSING STRATEGY

6 CORPORATE PERFORMANCE REPORT - QUARTER 1 2014/15 (Pages 21 - 46)

The Committee is invited to review the report and note its content on the Corporate Performance information for Quarter One that was presented to Cabinet at its meeting on 15 October 2014.

7 CONTRACTORS COMPLAINT INFORMATION

The Committee is to receive a follow-up information on the Contractor Performance. Confidential pages to be circulated if available under exempt cover to Members of the Committee.

8 CABINET REPORT REVIEW - REVISED HOUSING ALLOCATION SCHEME AND TENANCY STRATEGY

The Committee is to receive an update to the Cabinet Report.

9 CABINET REPORT REVIEW - HOUSING REVENUE AND CAPITAL BUDGET

The Committee is to receive an update to the Cabinet Report.

10 URGENT BUSINESS

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

Andrew Beesley
Committee Administration Manager

This page is intentionally left blank

**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY COMMITTEE
Town Hall, Main Road, Romford
2 September 2014 (7.30 - 9.05 pm)**

Present:

Councillors Lawrence Webb (Chairman), Linda Hawthorn (Vice-Chair), Steven Kelly, Frederick Thompson, Jason Frost, Robby Misir and Jody Ganly

Apologies for absence was received from Councillor Alex Donald. Councillor Michael Deon Burton was absent.

6 MINUTES

The minutes of the meeting of the Committee held on 1 July 2014 was agreed as a correct record and signed by the Chairman

7 INTRODUCTION TO SERVICE AREAS WITHIN THE COMMITTEE'S REMIT - PRESENTATION BY HEAD OF SERVICE

The Committee received a presentation from the Head of Economic Development Services.

The Head of Service, Economic Development outlined the services objectives and how the service operated in order to meet these objectives.

The Committee was informed that the service had a five year target part of which was to deliver Romford 2020 as an increasingly vibrant and prosperous Town Centre.

That Romford was a place with good transport infrastructure, employment opportunities and a vibrant community. It had a good mix of high street shops, some restaurants, cafés, a traditional market and the museum.

That most of the shopping centres in Havering had a low vacancy rate, in Romford it was 6.47 compared to the national average of 12.4 %. It was recorded that over 25 million people visit Havering Town Centres.

The Committee was informed growth was required if in 2020 Romford was to remain a town where families settled, businesses flourished and visitors were welcomed.

The Head of Service outlined that in order to ensure Romford Town was a vibrant economic area part of the responsibility of the service was to support the new Crossrail station and environment in Romford.

It was explained that the service was working with Crossrail to deliver a high quality station design and station gateway development by bidding for TfL Complementary Measures funding

The Service aims to achieve public realm improvement valued at about £5 million, in addition to the new station with a southern entrance in Romford. These improvements would lead to vitality and viability of the town centre and increase commercial business rates capital funds for the council.

The Service detailed its objectives for delivering high quality housing in Rainham. It was explained that strong partnership with the Greater London Assembly (GLA) and the London Borough of Barking & Dagenham would ensure viability/contamination studies are completed and sites in the area come to market.

The service was also supporting Havering Town Centres, developing partnerships, attracting funding and delivering an annual programme of events. These programmes include also the delivery of specialist markets, promotional activities and town centre events.

The Committee was informed that the service was also involved in Improving the Skills Levels of Havering's residents, improving the match of skills provision to business needs and implementing a Harold Hill skills and employment programme.

The service had developed a Skills and Employment Strategy and built relationships whilst developing funding opportunities with Havering College and other partners.

Members gathered that these initiatives would improve accessibility to labour market for long term unemployed and improve skills attainment particularly in Harold Hill

The service also outlined its objective for London Riverside in 2020 to support the delivery of twenty new Businesses with £1 billion of private investment

The Committee was informed that the involvement of the service related to:

- Agree land use strategy and improvement to public realm;
- Building on partnership with the GLA to promote and market development opportunities;
- Improving bus links into area;
- Supporting businesses to resolve Broadband infrastructure issues;
- Working with the Business Improvement District to improve security and environment in the area; and

- Supporting the further development of CEME and links to manufacturing industries.

The Committee was informed that residents of the borough would benefit from an increased Business rate base and better value added businesses within the London Riverside Area.

Members gathered from the presentation that the service had successfully attracted and delivered £3 million of new investment in Havering's green and blue infrastructure.

The Head of Service detailed that the service had been able to support, develop and submit bids for green infrastructure development to the Lottery, GLA, Veolia North Thames Trust (VNTT) and EU. The service was also involved in the developing of partnership and overarching green and blue strategy and its operating plan.

It was explained that this involvement had led to improvement in green infrastructure in the borough. This had also provided residents' use and access to open space and the natural environment.

In response to a Member's enquiry, the Head of Service explained that funding had been allocated for station improvement at Romford and Harold Wood.

The Committee noted the presentation

8 COUNCILLOR GUIDE ON FIRE SAFETY

The Director of Property Services, Homes & Housing presented the briefing information on Councillor Guide on Fire Safety, informing the committee on steps that Homes & Housing had taken to ensure safety of council residents in LBH properties.

The Committee was informed that the Homes & Housing had developed a Fire Action plan since the release of the findings ensuring a random check of windows in council is carried out.

A two yearly fire risk assessment of council building in conjunction with the Fire Service. A review of clutter policy to keep corridors clear. The service was also looking to provide external storage for mobility scooters. In response to an enquiry the Director of Property Services explained to the committee that there was a regime to check emergency lighting regularly. That is was now part of the responsibilities of the Estate Inspection team to check alarms and other lightings.

The Committee was informed that it was part of the tenancy that was signed to inform new tenant on safety and fire regulation in their building.

Members were also informed that there was a stay put in your flat policy in case of a fire issued to resident.

The Committee noted the briefing information.

9 CAPITAL PROGRAMME AND CONTRACTOR PERFORMANCE

At the request of the Committee, the Director of Property Services, Homes & Housing gave a presentation on the Housing Capital Programme & Contractor Performance.

Members were informed that since the release of the performance table, two of the contractors had not been offered new decent homes contracts.

The presentation detailed the following as the programme context of the housing capital programme.

That the Capital Programme 2014 – 15 was in a second and final year of the programme to deliver decent homes from the decent homes grant.

The Committee were informed that at the completion of the 2014/15 programme, the decent homes grant would result in a level of 97% decency council homes.

The programme had so far achieved:

- Spent £38,719,000 in the last 3 years on decent homes works;
- 4,567 homes now comply with standard; and
- £33,058,868 had been spent on “other” projects.

The Director of Property Services, Homes & Housing informed the Committee that the 2014 programme was £44.86m in value with the following allocations

- £34.6m Decent Homes (inc £23m grant);
- £4.26m of upkeep works; and
- £6.0m of improvements/remodelling and development works

While the 2013/14 programme had been £33.5m in value with the following allocations

- £26.9m Decent Homes (inc £15m grant);
- £4.71m of upkeep works; and
- £1.89m of improvements/remodelling and development works

The Committee were informed that the programme content to be delivered included:

- Decent Homes - kitchens, bathrooms, windows, roofs etc.;
- Large scale projects – Non Traditional Houses/ Napier & New Plymouth;
- Flats Above Shops – first steps towards addressing issues with these blocks;
- New Build programme – match funding, “change of use” projects; and
- Investment & Upkeep – major voids, aids and adaptations, structural repairs etc.

The Director of Property Services, Homes & Housing informed the committee that the arrangement to select contractors for the programme was governed by the delivery strategy and approved by Cabinet in February 2013 following the return of council homes from the Almo.

Members were informed that the services made an emphasis for local companies and local supply chain to be involved in the delivery of the decent homes programme.

The presentation detailed the following issues and performances of the four contractors on the programme.

- Had problems during 2013/14 with particular contractors;
- Dissatisfaction expressed by Leaseholders relating to section 20 process;
- Detailed assessment undertaken to understand reasons so remedies could be implemented;
- The service focused on ensuring a positive outcome for residents with concerns;
- Many of the issues related to the Kitchen and Bathroom replacement contracts;
- These contracts represented 25% of the programme by value and 40% by the number of units involved;
- Five contractors were involved with various allocations awarded;
- Involved a range of dissatisfaction issues;
- Failure to adhere to agreed time scales for works;
- Poor quality of finishing;
- Lack of respect to residents;
- Inability to communicate with residents; and

- Failure to keep promises to rectify problems in a timely manner.

The Committee were informed that the following actions were taken to bring matters to conclusion for residents by the service and bring contractual pressure on the contractors, these were:

- Issued Contract Default Notices to Lakehouse and Wates;
- Ceased using Morrison Partnership for these works (as contract was coming to an end)
- Conducted face to face meetings with senior officials of Wates and Lakehouse and expressed service dissatisfaction in the strongest terms;
- Instructed the provision of corrective action plans from Lakehouse and Wates;
- Increased the levels of supervision associated with the Kitchen and Bathroom contracts by employing an additional Clerk of Works to focus on work in progress inspections;
- Directed all Resident Liaison Officer (RLO) resources onto the issues with Lakehouse and Wates and daily site tours were conducted to locations where correction works are taking place;
- Reiterated to residents with issues with any contractor to contact the Capital Works Team if the contractors RLO's failed to keep their undertakings;
- Formally instructed the LHC to suspend Lakehouse and Wates from working on any frameworks for LB Havering;
- Established a "service desk" for aspects associated with progress or other issues with the programme;
- Used our case tracking system which does not conclude a case until a resident confirms matters have been addressed;
- Revisited s20 notifications to leaseholders and clarified position. Standard letters had since been re-worded;

- Reviewed all aspects of contracting process, including
 - Contract documentation – specifications and requirements were clear and unambiguous;
 - Supervision – regular progress meetings held and dedicated on site supervision present;
 - Contractor selection criteria – governed by Contract Procedure Rules.

Members were informed that since the release of the performance table, two of the contractors had not been offered new decent homes contracts.

The Director of Property Services explained that the outstanding 3% of homes was proposed to be brought to decent homes standard under the 2015/16 HRA Capital Works budget.

The Committee was also informed that in order to maintain these homes as decent homes, the service was adopting the decent homes standard guidance in order to gauge the lifespan of installed kitchens and windows.

The Director of Property Services was requested to provide the committee with a breakdown Contractor Performances & activities and an analysis of dissatisfaction relating to each contractor.

The Committee noted the presentation.

10 CORPORATE PERFORMANCE - QUARTER 4 2013/14

The Committee considered a report that set out the Council's performance against the Living Ambition Goal for Quarter Four (January to March 2014).

The Committee without any discussion agreed to note the Performance Indicators report for Quarter Four.

11 CORPORATE PERFORMANCE ANNUAL 2013/14

The Committee considered a report that set out the Annual Corporate Performance information that was presented to Cabinet at its meeting on 30 July 2014.

The Committee without any discussion agreed to note the Annual report.

12 URGENT BUSINESS

Under Urgent Business

The Chairman of the Landlord Licensing Scheme Topic Group gave an update to the Committee on the first meeting of the Group. The Group had requested further information on the London Landlord Accreditation Scheme (LLAS) following the release of the 2008 document and data on the hot spot areas in the borough where public sector leasing and private housing existed.

The Chairman informed other Members present that he had requested and received a list of Key and Non Key Decisions from March 2014 to date taken by Cabinet members and Senior Officers in order to review the decisions and consider if there was a need for any scrutiny work to be undertaken. The information would be circulated in order for Members to review and suggest a list of about fourteen short listed decisions for the Committee to include on the work programme.

Chairman

**MINUTES OF A MEETING OF THE
JOINT (ALL) OVERVIEW & SCRUTINY COMMITTEE
Council Chamber - Town Hall
8 September 2014 (7.30 - 11.10 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Robby Misir, Garry Pain, Carol Smith and Frederick Thompson
Residents' Group	June Alexander, Clarence Barrett, Nic Dodin, Alex Donald, Gillian Ford, Jody Ganly, Linda Hawthorn, Ray Morgon, Barry Mugglestone, Stephanie Nunn, Linda Van den Hende, Julie Wilkes and Darren Wise
UKIP Group	Philip Hyde, Phil Martin and Patricia Rumble
Independent Residents Group	Michael Deon Burton and David Durant

All decisions were taken with no votes against.

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

1 MEMBERSHIP AND CHAIRMAN OF MEETING

With the agreement of all Overview and Scrutiny Committee Members present, the Chair was taken at this special meeting by Councillor Clarence Barrett.

2 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised all present of action to be taken in the event of an emergency evacuation of the town hall becoming necessary.

3 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies for absence were received from the following Members:

Children & Learning Overview and Scrutiny Committee:

Councillor Jason Frost (substituted Councillor Robby Misir)

Councillor Philippa Crowder (substituted by Councillor Frederick Thompson)

Councillor Reg Whitney (substituted by Councillor Stephanie Nunn)

Councillor John Glanville (substituted by Councillor Phil Martin)

Crime & Disorder Committee:

Councillor John Wood (substituted by Councillor Linda Hawthorn)

Councillor Dilip Patel (substituted by Councillor Robby Misir)

Councillor John Glanville (substituted by Councillor Phil Martin)

Environment Overview and Scrutiny Committee:

Councillor Keith Roberts (substituted by Councillor David Durant)

Health Overview and Scrutiny Committee:

Councillor Dilip Patel (substituted by Councillor John Crowder)

Councillor Joshua Chapman (substitute by Councillor Robby Misir)

Councillor Jason Frost (substituted by Councillor Frederick Thompson)

Individuals Overview and Scrutiny Committee:

Councillor Ray Best (substituted by Councillor Frederick Thompson)

Councillor Viddy Persaud (substituted by Councillor John Crowder)

Councillor Roger Westwood (substituted by Councillor Robby Misir)

Councillor Keith Roberts (substituted by Councillor David Durant)

Towns and Communities Overview and Scrutiny Committee:

Councillor Jason Frost (substituted by Councillor John Crowder)

Councillor Steven Kelly (substituted by Councillor Carol Smith)

Value Overview and Scrutiny Committee:

Councillor Philippa Crowder (substituted by Councillor Frederick Thompson)

Councillor Steven Kelly (substituted by Councillor Carol Smith)

Councillor Barbara Matthews (substituted by Councillor Stephanie Nunn)

4 **DISCLOSURE OF PECUNIARY INTERESTS**

There were no disclosures of interest.

5 **THE COUNCIL'S FINANCIAL STRATEGY**

The Leader of the Council, Councillor Roger Ramsey explained that large cuts in Council expenditure were required by Central Government and grant levels, of which Havering already received one of the lowest amounts per head in London, would therefore be cut further. The Council had not taken lightly any proposed cuts to services but it was nonetheless necessary to balance the budget.

Comments made at the meeting would be considered by Cabinet on 24 September. A period of statutory consultation would commence for approximately three months from shortly after the 24 September Cabinet meeting. Some staff consultation would not commence until after proposals had been finalised.

Confirmation of the final settlement figure from Government for 2015/16 was expected in December 2014. The final budget and level of Council Tax would therefore be set by full Council at its meeting in February 2015.

Having scrutinised the budget proposals, the Overview and Scrutiny Committees noted:

1. The financial position of the Council.
2. That the report was formally consulting them on the proposed Corporate budget adjustments and that this was the opportunity to scrutinise the budget proposals.

Answers to questions raised by Members on specific items of the budget are shown in the appendix to the minutes.

Chairman

This page is intentionally left blank

APPENDIX: JOINT MEETING OF OVERVIEW AND SCRUTINY COMMITTEES, 8 SEPTEMBER 2014, ANSWERS TO MEMBER QUESTIONS ON THE COUNCIL'S FINANCIAL STRATEGY

Questions were asked by Members on the areas shown below and answers were given by officers or Cabinet Members as follows:

1. Consultation on 2% Council Tax increase – It was not feasible to consult on this as the final decision on the level of Council Tax would not be taken until February 2015. A referendum would be required if a higher increase was wanted and there would not be the time to organise this which would also be a costly exercise. A question relating to the Council Tax increase may be able to be included in the consultation.
2. Transformation Costs – These costs were built in for the first two years only and there were no budgeted transformation costs by the end of year 4.
3. Pensions – It was not the case that an additional £40m had been paid into the Council pension scheme although there had been a large increase. This had been stipulated by the Council's actuary in order to balance the pension fund, given that both assets and liabilities had increased substantially. A one-off contribution of £10m had been made last year in order to reduce annual extra contributions and to allow the pension fund to invest in local infrastructure. The Council had to keep to its legal requirements on this issue.
4. Funding for maintained schools – It was the case that academies currently received slightly more funding than maintained schools but this gap had now almost closed. Schools were generally funded equally per pupil although there were different weightings given for each borough. Further information on the variation in schools funding between boroughs could be provided by officers.
5. Impact of change in national Government policy – The proposed cuts were for a period of two years and it was possible that the position may change after this. The Shadow Minister for Local Government had however recently indicated in a letter to the Leader that there would not be any increase in funding for Local Authorities and that money may also be transferred to more 'needy' Councils.
6. Use of reserves – Reserves had been used to for example fund the £10m contribution to the pension fund and would also be used to meet redundancy costs. Strategic reserves were earmarked for specific purposes and verified

by an auditor. The in-year contingency had been lowered from £2m to £1m and Members regularly took advice on how to best use the reserves. The current General Fund balance of £11m was not earmarked but it was felt that at least £10m of this would be needed to fund changes required under the Care Act. The Group Director was happy to discuss the use of reserves with Members further.

7. Proposed Development Company – The Council was currently working with Capita to assess the viability of this proposal. The final cost would be known in approximately two months. The cash amounts held by the Council could be used for this sort of scheme. Risks would be factored in and a report on the Development Company would be brought to Cabinet.
8. Other savings from Economic Development – The Council was supporting businesses to come into Romford. The proposed saving was a stretch target based on economic conditions and the amount of vacant office space. Members could be briefed separately on this.
9. Interest shortfall – There was not an interest shortfall of £5m as this was mixing up General Fund borrowing with Housing borrowing. Housing borrowing had increased to £200m two years ago when the Government changed the housing finance system. The Housing Revenue Account was ringfenced and maintained separately from the General Fund Account.
10. Streetcare – Non-contractable items related to recharges for support services. A full survey of lamp columns was needed to check they were suitable for LED lighting. A further risk was a change in energy prices although this could be mitigated. The current energy budget was £650k.
11. Communications – The annual cost of producing Living Magazine is approximately £60k although not all of this could be delivered as a saving as the staff involved also work on other, separately funded publications which offset the budget. A likely general fund saving from not producing Living would be around £30k. A list of events run by the Council and their cost could be provided. There is no set twinning budget as twinning activity is not consistent and costs are sometimes covered by the twinning partner. There has been no twinning expenditure for some time. Reputation management referred to dealing with the press, social media and managing emerging issues related to the Council. It was planned to reduce the budget for the Havering Show by £17k through attracting more sponsorship.
12. Customer Transformation and Channel Shift – While more people were using on-line Council services, it was still proposed to retain a face to face channel.

13. Culture and Leisure – The proposed Music School saving was considered robust given the successful new model operating in the Music School. MyPlace savings could be found via increasing income and efficiencies from integrating management between MyPlace and the neighbouring sports centre. The Stubbers Centre had been leased to a charity for a peppercorn rent. Both the lease and rent level expired in two years and this would need to be renegotiated and hence produce more income.
14. CCTV – The two CCTV systems would be moved onto one site at Waterloo Gardens. There was however no reduction proposed in the CCTV hours of service. Officers would provide details of the numbers of prosecutions brought about the use of CCTV. Number plate recognition software was being introduced with the Police although the Police would not be making any financial contribution to this, they would be using personnel to work jointly with the CCTV to detect crimes associated with cars.
15. Supporting People Review – A number of options were being considered, and staff proposed to consult with tenants before deciding on the way forward. One option was proposed that support and housing management tasks could be combined in one role and that a dedicated scheme manager be provided for every two schemes. Some Members felt this was a high risk strategy. It would not be possible to run a pilot scheme as the saving needed to be made next year.
16. Private Sector Leasing – There were around 1,000 properties managed in this sector. Complaints received were responded to in the same way as for a council tenant. The proposed £500k saving over four years was based on increasing the number of units let although the market was changing. The rent paid by landlords was based on levels at the lower end of the market as seen in areas such as Harold Hill and Rainham. Several Members felt that many landlords in Harold Hill were sub-dividing properties excessively. Officers accepted this but it was noted that, for some people, a single room in a shared house was their only affordable option. A vetting system for landlords was in place for larger HMOs. Some Members felt there was a danger of ghettoisation in Harold Hill with too many people being put in the area. Officers responded that they had to procure properties where they could afford to do so, and unfortunately they did not control the market.
17. Meals on Wheels – The current provision of Meals on Wheels would be reviewed. A new staffing model would be considered in order to generate savings.
18. Care Act and Better Care Fund – More successful reablement was now seen in people's homes than at Royal Jubilee Court although Royal Jubilee Court

continued to very effective as a step-down facility following hospital care. Community Treatment Teams had demonstrated an impact and this had led to the use of pooled funding opportunities from the Better Care Fund. The performance element of the Better Care Fund would be decided later that week at the Health and Wellbeing Board. This was a new and complex area and work was progressing with the Clinical Commissioning Group (CCG) on e.g. undertaking joint assessments at Queen's Hospital. Commissioning work such as this would be taken through the Health and Wellbeing Board and Individuals Overview and Scrutiny Committee for monitoring. The proposed cap would apply to existing clients.

19. Social Care Agency Staff – Officers were looking to retrain permanent staff to take on new roles and make processes more effective. Eight new children's social workers had started work that week. The allocation of admin work would be looked at as part of the review but it was also important that social workers took ownership of their assessments. Modelling of the impact of the Care Act was continuing but this had been factored into the proposals as far as possible. It was important to get the balance right in the use of agency staff.
20. Social Care Staffing – It was not possible to guarantee that serious incidents seen in areas such as Rotherham would not occur. The implications of the Rotherham inquiry for Havering would be looked at shortly by the Crime & Disorder Committee. Services were however scrutinised by Members. Social worker pay was benchmarked and a recruitment & retention strategy was in place. Havering social workers were more interested in support, career progression and a manageable caseload than they were in money.
21. Younger Adults – While current users would be affected, the assessment criteria for younger adults was not going to be altered. It was aimed to deliver services in the most appropriate way and appeal procedures would be in place.
22. OneSource – It was planned to change the Council's job evaluation scheme and avoid any negative impact on lower paid staff. A new pay line for lower paid staff would be introduced if necessary. A new job evaluation scheme for the highest paid staff was also likely to be introduced. There were approximately 2,500 staff that may be affected but the proposed saving was only £500k from a £95, total wage bill. It was hoped to introduce a consistent set of practices and to agree these with the unions.
23. Council Tax Support – The GLA precept made up 20% of Council Tax bills and it was also necessary to consult with the GLA on changes to the Havering scheme. The second person rebate normally applied to households that were

not eligible for other Council Tax support and the Council's preferred option proposed therefore to abolish this. It was emphasised that the proposal only applied to working age applicants, not retired people.

24. Parking – The proposals had been amended but it was wished to allow a period of free parking for everybody. A breakdown of expenditure on parking could be supplied to Members. It was not possible to be certain of the impact of the proposed new tariffs. The additional schemes referred to related to the introduction of a broader parking strategy. Officers would look at the impact of a 40p rather than £1 charge after the free first 30 minutes in order to assess whether this would reduce parking in side streets. It was proposed to introduce charges for car parking in parks but a free period for the first 30 minutes was under consideration. The 10 minute grace period applied to any duration of parking ticket. It was noted that revenue gathering was not the purpose of parking enforcement. It was planned to introduce parking at football pitches and some Members felt this could result in people parking in nearby streets. Officers agreed to consider this.
25. Moving Traffic Offences Powers – These had now been adopted by all but six London Boroughs. Once adopted, decisions would be made on how these powers would be applied. Details could be provided to Members on the advantages of using these powers. A report on adopting the powers would also be brought to full Council. Some Members felt that taking on these powers could make the Council unpopular with local residents.
26. Trading Standards – Savings could be made via a restructure and no longer undertaking some of the non-statutory functions carried out by Trading Standards. While enforcement of underage alcohol sales would continue it was felt that e.g. the training of shop staff did not need to be carried out by Trading Standards officers. The banking protocol also no longer needed to be led by Trading Standards. Enforcement work would not be affected and there was not felt to be a risk to revenue generation from the proposals. Officers wished to move the service to a more intelligence-led way of working. Officers would supply details of the income recovered from proceeds of crime.
27. Voluntary Sector Review – The reduction of the grant to HAVCO was due to the closure of their Community Accountancy Service. Rate relief for charities would be unaffected by any of the proposals. It was clarified that Council grants were often given to not for profit organisations in order to employ people so it was not simply a matter of increasing volunteer numbers. Other Members felt that most volunteers in Council services did come from charities. It was also possible that some extra work could be commissioned from charities in connection with the requirements of the Care Act.

28. Libraries – All libraries, including the four most strategically important libraries, would have reduced opening hours compared to the current position. Officers could provide further details if necessary. There was no suggestion that any libraries would close. Officers had thought seriously about the viability of the proposals which were based on library service models that ran successfully elsewhere. The local studies library was a valuable service and efforts would be made to recruit more volunteers to help operate it. Officers would supply details of library footfall. The new Rainham and Harold Hill libraries would continue to operate. There were a total of 93 people currently employed in Council libraries although as many of these were part-time staff, this equated to 53.1 FTE posts.
29. Health and Wellbeing – This category related to leisure centres and ‘Policy, Marketing and Administration’ referred to expenditure on support services. Services provided by the Health and Wellbeing Team included the arts service and sports development, as well as the leisure services role.
30. Queen’s Theatre – Officers met on a quarterly basis with the Queen’s Theatre and had discussed the budget options. Full details of options would be shared with theatre management once the consultation had started. The grant figure of £400k was not correct and the total grant to the Queen’s Theatre for this year was £546k.
31. Youth Service – It was proposed to no longer provide discretionary services. All youth services provided by the Council would be mapped by officers. Work with vulnerable young people such as dealing with any gangs in Romford town centre would be protected. It would also be possible to signpost to other youth provision. Some Members felt that Overview and Scrutiny should look at this area. An initial proposition had been received from staff to form an employee led mutual to take on aspects of the service and this would need to be worked through. Some staff would transfer to the over 12 service which would be combined with Early Help & Troubled Families. The Youth Service had direct contact with more than 200 young people but did a lot of other work with young people in addition.
32. Troubled Families – Savings in this area, after the first year, would be challenging and officers accepted there was a lot of work to do.
33. Children’s Centres – There would be more reliance on volunteers to run Children’s Centres but there were no current plans to involve the private sector. It was hoped to retain five or six of the current Children’s Centres but this could not be guaranteed at this stage.

34. Equalities Impact Assessments – All compulsory assessments had been completed and the complete set would be appended to the next Cabinet report on the budget. These would remain in draft as final decisions would not be taken until February 2015.

This page is intentionally left blank

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:

Brian Partridge, Interim Corporate Policy & Community Manager
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).

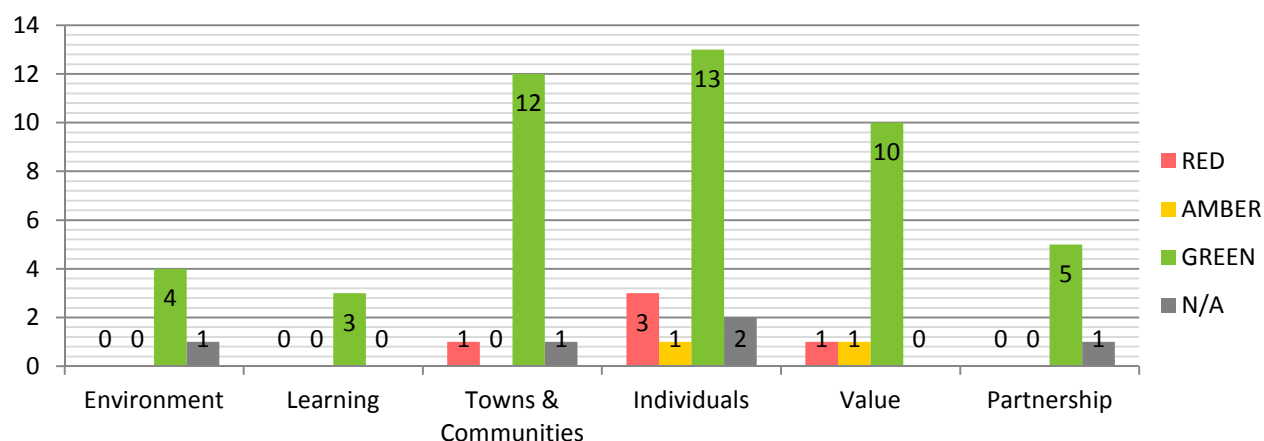
The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating is:

- **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% (1,109 of 1,125)	↑
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%	↑

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	↑

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	↑

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	↓
<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>			

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
--	--------------------------

Page 31

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)*

Page 44

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

This page is intentionally left blank